



California State Board of Pharmacy
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STATE AND CONSUMER SERVICES AGENCY
DEPARTMENT OF CONSUMER AFFAIRS
GOVERNOR EDMUND G. BROWN JR.

ORGANIZATIONAL DEVELOPMENT COMMITTEE

Stan Weisser, RPh, Chairperson, Board President
Randy Kajioka, PharmD, Board Vice-President

a. FOR INFORMATION: Budget Update/Report

Summary of Organizational Development Committee meeting held on March 13, 2013.

1. Budget Report for 2012/13

Attachment 1

The budget year began July 1, 2012 and will end June 30, 2013. The board's spending authorization for the year is \$15,289,000.

Attachment 1 includes budget charts detailing the board's expenditures and revenue for the current fiscal year. The board has collected almost \$10.5M in revenue thus far. About 80% or \$8.3M has come primarily from license fees.

The board has expended \$9.2M (over 60%) during the first eight months of the fiscal year, primarily in personnel services. Further, based on projections, it is estimated that the board will exceed its line item authorization for Attorney General Expenses by about \$400,000. Board staff is working closely with the DCA and the Attorney General's Office to ensure funding through the end of the fiscal year. Curtailing the board's enforcement efforts is not an option without significantly undermining the board's consumer protection mandate.

2. Fund Condition Report

Attachment 2

According to a fund condition report prepared by the department (Attachment 2), the board will have the following fund conditions at the end of the identified fiscal years:

2011/12	\$13,577,000	10.9 months in reserve (actual)
2012/13	\$10,605,000	8.0 months in reserve
2013/14	\$6,641,000	4.9 months in reserve
2014/15	\$3,413,000	2.5 months in reserve

Board staff continues to watch the board's expenditures and revenue closely to monitor the board's fund condition. Over the years the board's authorized expenditures have exceeded

revenue resulting in an imbalance. This imbalance has become more pronounced in recent years as the board has established new personnel.

3. Update on BreEZe and DCA's Plans for a New Computer System

Background

As we have previously advised the board, for a number of years, the department has worked to replace and/or enhance its legacy licensing and enforcement tracking systems used by most DCA agencies that were developed in the 1980s. A few years ago, the department initiated an "I-Licensing" project which would have offered online application and renewal of licenses (a much needed relief from mail-in renewals).

Nearly two years ago, DCA's proposed Consumer Protection Enforcement Initiative also sought computer system upgrades with a new proposal for a department-wide computer system called BreEZe. Once in place the new system would allow for online renewal and application processing, and will also replace the board's Consumer Affairs Systems and the Applicant Tracking System. BreEZe piggybacks on the previous efforts of the initial I-Licensing system and ultimately will allow for improved services for applicants and licensees as well as provide for a more robust internal computer system.

This new system is vital to the board's operations as the current system limitations significantly impede our ability to perform efficiently. Based on the current timeline for implementation, the board is in the second phase of programs transitioning to the new system.

Previous Board Discussion

We continue to commit a significant amount of resources to this project to ensure the board's operational needs are met. The executive officer continues to serve as an executive sponsor of this project and serves on the change control board, part of the established governance plan for this project. Throughout this process, the board has dedicated board staff, some of which have been working part-time for this project, assisting the department in documenting system requirements that meet the needs of our board as well as others through out the project.

Recent Update

Work is scheduled to begin in early February for our board as well as others slated for "Phase Two" of the implementation plan. Several key staff has been identified to work on this project. Because of the critical nature of the development and configuration phases, redirection of key staff may result in some delays in issuing licenses as well as some enforcement functions. We are working to minimize this impact.

Further, the executive officer remains a member of the executive committee overseeing the process and continues to also serve as a member of the change control board. Her role, along with those subject matter experts working with the vendor and department will ensure the appropriate functionality of the system prior to implementation. This major commitment of board resources to BreEZe is justified by the board's need for the system.

We hope to transition to this new system by fall of 2013. When an exact timeframe is available the board will begin education and outreach.

4. Reimbursement to Board Members

Attachment 3

Expenses and per diem payments to board members are provided in Attachment 3. These are hours and expenses claimed by board members during the indicated periods. Board members are paid for each day of a board meeting, but in accordance with board policy, may also submit hours for work performed doing additional board business.

b. DISCUSSION AND POSSIBLE ACTION: Initiate a Rulemaking to Amend Title 16 California Code of Regulation Section 1749, Fee

Attachment 4

Committee Discussion

During the committee meeting, it was noted that the board needs to consider a fee increase in the very near future to ensure the financial solvency of the board. The board's fees are established in statute and in most cases, the fees in statute include a range (minimum and maximum) the board can charge. All of the board's fees are currently set at the statutory minimums. Therefore, to facilitate a fee increase if it so chooses, the board could do this through a regulation change. Such a change would result in an increase of about \$3M in revenue each year, which would be sufficient to address the imbalance, but not any future growth in resources.

In addition to the board's fund condition report, Attachment 4 also includes the following:

- Draft regulation language
- Fee comparison detailing the board's current fee structure vs. proposed fees
- Copy of the Fee Audit performed in 2008

c. FOR INFORMATION: Personnel Update

Board Members

Since the last board meeting, Lavanza Butler has been appointed to the board by Governor Brown.

Lavanza "Kercheryl" Butler, 61, of Los Angeles, has been appointed to the California Board of Pharmacy. Butler has been a pharmacist, vice president and union representative at United Food and Commercial Workers International Union Local 770 since 2002. She was a head pharmacist at Rite Aid Pharmacy from 1980 to 2002. Butler is a member of the California Pharmacists Association and United Food and Commercial Workers Professional Division. This position does not require Senate confirmation and the compensation is \$100 per diem. Butler is a Democrat.

For the first time in several years there are not vacancies on the board.

Staff Changes

- Taydene Dalrymple accepted a position with the board as an Associate Governmental Program Analyst in the complaint unit on February 25, 2013.
- Jamie Lazarus accepted a position with the board as an Associate Governmental Program Analyst performing budget and contracting duties on March 18, 2013.

Departures

- Jade Franklin left state service.
- Valerie Knight left state service.

Recruitment

The board continues its efforts to fill several vacant positions:

- Three Inspector
- One Staff Services Manager II

In addition to the above, board staff is working with the department to identify staffing needs in several areas. We hope to provide additional information to the board during the May Board Meeting about our efforts.

d. FOR DISCUSSION: Initiation of Evaluation of the Executive Officer

The Department of Consumer Affairs encourages all boards within the department to conduct annual performance appraisals of all staff, including the executive leadership within the program. During the meeting President Weisser will discuss the evaluation process that will be used to initiate this process for Executive Officer Herold.

e. FOR DISCUSSION: Committee Assignments and Restructuring of Board Committees

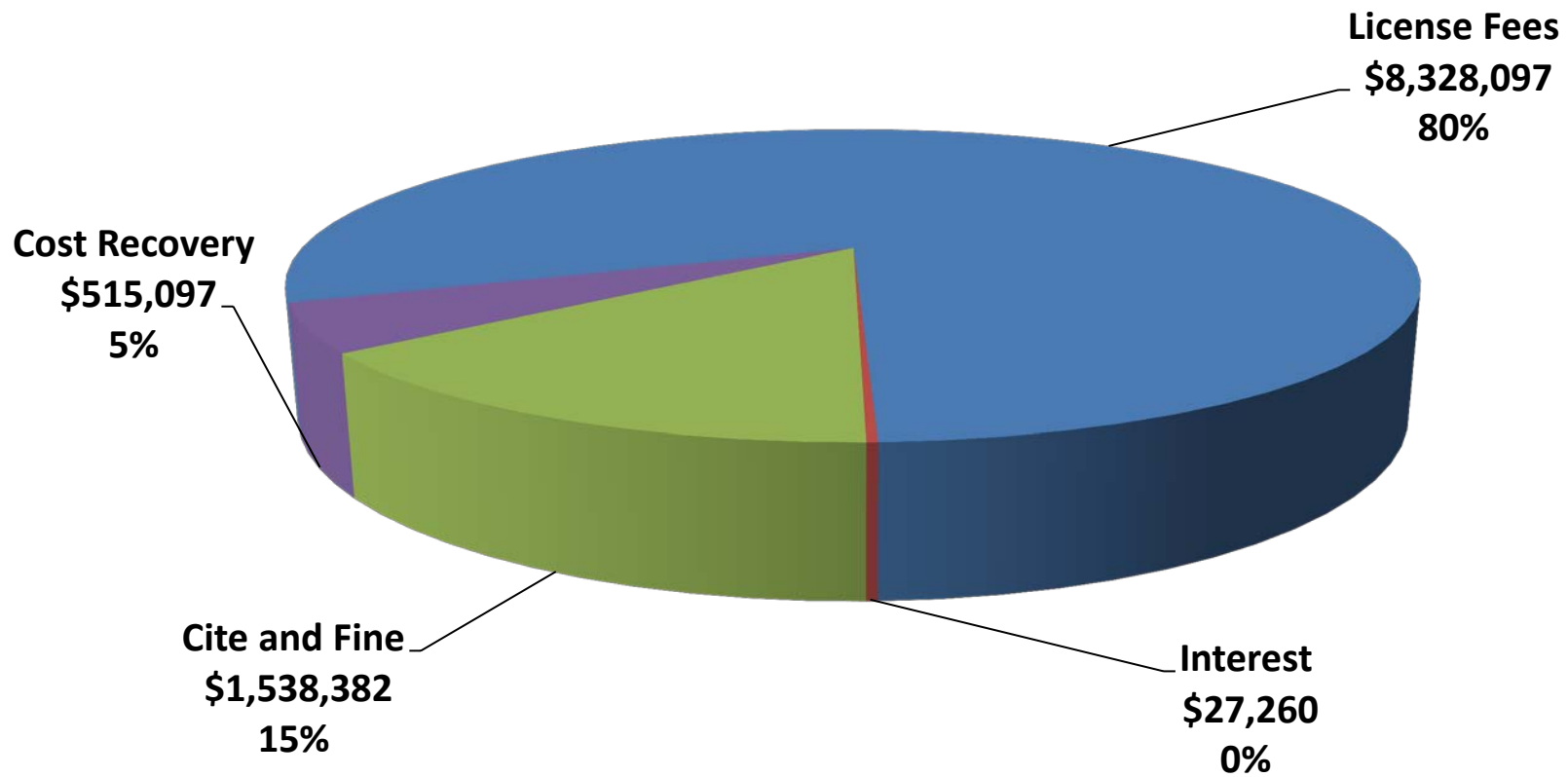
During the meeting President Weisser will discuss restructuring of some board committees as well as discuss committee assignments that will take effect later this year.

d. FOR DISCUSSION: Discussion on Proposed Committee Goals for 2012/2017 to Fulfill Board's Strategic Plan

The committee will be reviewing staff recommendations during its next meeting and presented to the board during a future meeting.

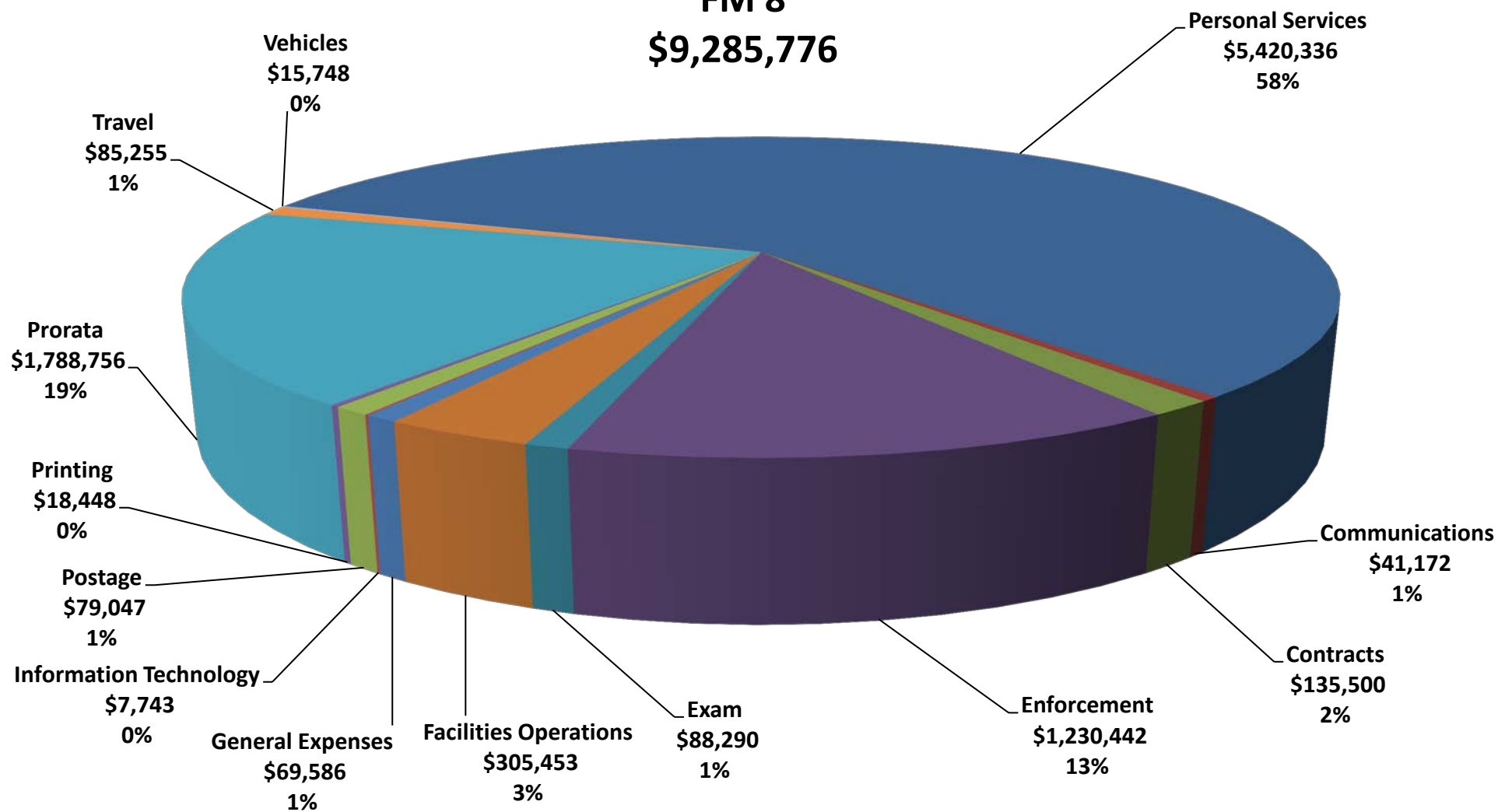
Attachment 1

**Origin of Revenue
FY 2012/2013
FM 8
\$10,408,835**



Attachment 1a

**Expenditures
FY 2012/2013
FM 8
\$9,285,776**



Attachment 2

0767 - State Board of Pharmacy Analysis of Fund Condition

Prepared 4/11/2013

(Dollars in Thousands)

Governor's Budget		Governor's Budget				
		ACTUAL	CY	BY	BY +1	BY +2
		2011-12	2012-13	2013-14	2014-15	2015-16
NOTE: \$1.0M GF Loan Outstanding						BY +3
						2016-17
BEGINNING BALANCE		\$ 13,678	\$ 13,557	\$ 10,605	\$ 6,641	\$ 3,413
Prior Year Adjustment		\$ 147	\$ -	\$ -	\$ -	\$ -
Adjusted Beginning Balance		\$ 13,825	\$ 13,557	\$ 10,605	\$ 6,641	\$ 3,413
						\$ -1,145
						\$ -
						\$ (1,145)
REVENUES AND TRANSFERS						
Revenues:						
125600	Other regulatory fees	\$ 1,400	\$ 789	\$ 789	\$ 789	\$ 789
125700	Other regulatory licenses and permits	\$ 2,424	\$ 2,166	\$ 2,166	\$ 2,166	\$ 2,166
125800	Renewal fees	\$ 8,660	\$ 8,841	\$ 8,841	\$ 8,841	\$ 8,841
125900	Delinquent fees	\$ 147	\$ 119	\$ 119	\$ 119	\$ 119
131700	Misc. revenue from local agencies	\$ 8	\$ -	\$ -	\$ -	\$ -
141200	Sales of documents	\$ -	\$ -	\$ -	\$ -	\$ -
142500	Miscellaneous services to the public	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1
150300	Income from surplus money investments	\$ 52	\$ 31	\$ 23	\$ 7	\$ -
150500	Interest Income From Interfund Loans	\$ -	\$ -	\$ -	\$ -	\$ -
160400	Sale of fixed assets	\$ -	\$ -	\$ -	\$ -	\$ -
161000	Escheat of unclaimed checks and warrants	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6
161400	Miscellaneous revenues	\$ 5	\$ -	\$ -	\$ -	\$ -
Totals, Revenues		\$ 12,703	\$ 11,953	\$ 11,945	\$ 11,929	\$ 11,922
Transfers from Other Funds						
F00001	GF Loan Repayment 1110-011-0767 BA of 2008	\$ -	\$ -	\$ -	\$ 1,000	\$ -
Transfers to Other Funds						
T00001	GF loan per Item 1490-011-0767 BA of 2002	\$ -	\$ -	\$ -	\$ -	\$ -
	GF loan per Item 1110-011-0767 BA of 2008	\$ -	\$ -	\$ -	\$ -	\$ -
Totals, Revenues and Transfers		\$ 12,703	\$ 11,953	\$ 11,945	\$ 12,929	\$ 11,922
Totals, Resources		\$ 26,528	\$ 25,510	\$ 22,550	\$ 19,570	\$ 15,335
						\$ 10,777
EXPENDITURES						
Disbursements:						
0840	State Operations	\$ 47	\$ 18	\$ -	\$ -	\$ -
8880	FISC (State Operations)	\$ -	\$ 81	\$ 69	\$ -	\$ -
1110	Program Expenditures (State Operations)	\$ 12,924	\$ 14,806	\$ 15,840	\$ 16,157	\$ 16,480
Total Disbursements		\$ 12,971	\$ 14,905	\$ 15,909	\$ 16,157	\$ 16,480
						\$ 16,810
FUND BALANCE						
Reserve for economic uncertainties		\$ 13,557	\$ 10,605	\$ 6,641	\$ 3,413	\$ -1,145
						\$ -6,033
Months in Reserve		10.9	8.0	4.9	2.5	-0.8
						-4.2

NOTES:

- ASSUMES WORKLOAD AND REVENUE PROJECTIONS ARE REALIZED FOR 2014-15 AND ON-GOING.
- ASSUMES APPROPRIATION GROWTH OF 2% PER YEAR IN 2014-15 AND ON-GOING..
- ASSUMES INTEREST RATE OF 0.3%

Attachment 3

Board Member Reimbursement And Travel Expense Expenses

June 1, 2012 – March 31, 2013

Board Members	Attendance Hours*	Travel Expenses**
Brooks, Ryan	16	0
Butler, Cheryl	0	0
Castellblanch, Ramón	16	\$60
Gutierrez, Amy	32	0
Hackworth, Rosalyn	24	\$1,659.59
Kajioka, Randy	32	0
Law, Victor	0	0
Lippe, Gregory	32	0
Veale, Deborah	40	\$1,687.95
Weisser, Stanley	32	\$1,838.96
Wheat, Shirley	32	0
Wong, Albert	16	0
Zee, Tappan	16	0

***Board Member Attendance Hours reflects the number of hours for which board members have been reimbursed. Board members may choose not to seek reimbursement for work performed for the board.**

****Board Member Travel Expenses reflects the amount of expenses for which board members have been reimbursed. Board members may choose not to seek reimbursement for travel expenses related to board business.**

Attachment 4a

0767 - State Board of Pharmacy Analysis of Fund Condition

Prepared 4/11/2013

(Dollars in Thousands)

Governor's Budget + Proposed Fee Increase 1/1/2014

NOTE: \$1.0M GF Loan Outstanding

	ACTUAL 2011-12	CY 2012-13	Governor's Budget BY 2013-14	BY +1 2014-15	BY +2 2015-16	BY +3 2016-17
BEGINNING BALANCE	\$ 13,678	\$ 13,557	\$ 10,605	\$ 8,260	\$ 8,284	\$ 6,984
Prior Year Adjustment	\$ 147	\$ -	\$ -	\$ -	\$ -	\$ -
Adjusted Beginning Balance	\$ 13,825	\$ 13,557	\$ 10,605	\$ 8,260	\$ 8,284	\$ 6,984
REVENUES AND TRANSFERS						
Revenues:						
125600 Other regulatory fees	\$ 1,400	\$ 789	\$ 789	\$ 789	\$ 789	\$ 789
125700 Other regulatory licenses and permits	\$ 2,424	\$ 2,166	\$ 2,166	\$ 2,166	\$ 2,166	\$ 2,166
125800 Renewal fees	\$ 8,660	\$ 8,841	\$ 8,841	\$ 8,841	\$ 8,841	\$ 8,841
Proposed Fee Increase			\$ 1,619	\$ 3,237	\$ 3,237	\$ 3,237
125900 Delinquent fees	\$ 147	\$ 119	\$ 119	\$ 119	\$ 119	\$ 119
131700 Misc. revenue from local agencies	\$ 8	\$ -	\$ -	\$ -	\$ -	\$ -
141200 Sales of documents	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
142500 Miscellaneous services to the public	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1
150300 Income from surplus money investments	\$ 52	\$ 31	\$ 23	\$ 22	\$ 21	\$ 16
150500 Interest Income From Interfund Loans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
160400 Sale of fixed assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
161000 Escheat of unclaimed checks and warrants	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6
161400 Miscellaneous revenues	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -
Totals, Revenues	\$ 12,703	\$ 11,953	\$ 13,564	\$ 15,181	\$ 15,180	\$ 15,175
Transfers from Other Funds						
F00001 GF Loan Repayment 1110-011-0767 BA of 2008	\$ -	\$ -	\$ -	\$ 1,000	\$ -	\$ -
Transfers to Other Funds						
T00001 GF loan per Item 1490-011-0767 BA of 2002	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GF loan per Item 1110-011-0767 BA of 2008	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Totals, Revenues and Transfers	\$ 12,703	\$ 11,953	\$ 13,564	\$ 16,181	\$ 15,180	\$ 15,175
Totals, Resources	\$ 26,528	\$ 25,510	\$ 24,169	\$ 24,441	\$ 23,464	\$ 22,159
EXPENDITURES						
Disbursements:						
0840 State Operations	\$ 47	\$ 18	\$ -	\$ -	\$ -	\$ -
8880 FISC (State Operations)	\$ -	\$ 81	\$ 69	\$ -	\$ -	\$ -
1110 Program Expenditures (State Operations)	\$ 12,924	\$ 14,806	\$ 15,840	\$ 16,157	\$ 16,480	\$ 16,810
Total Disbursements	\$ 12,971	\$ 14,905	\$ 15,909	\$ 16,157	\$ 16,480	\$ 16,810
FUND BALANCE						
Reserve for economic uncertainties	\$ 13,557	\$ 10,605	\$ 8,260	\$ 8,284	\$ 6,984	\$ 5,349
Months in Reserve	10.9	8.0	6.1	6.0	5.0	3.7

NOTES:

- ASSUMES WORKLOAD AND REVENUE PROJECTIONS ARE REALIZED FOR 2014-15 AND ON-GOING.
- ASSUMES APPROPRIATION GROWTH OF 2% PER YEAR IN 2014-15 AND ON-GOING..
- ASSUMES INTEREST RATE OF 0.3%

Attachment 4b

Title 16. Board of Pharmacy Proposed Language

Proposal To Amend Section 1749 of Article 6 of Division 17 of Title 16 of the California Code of Regulations to read as follows:

§ 1749. Fee Schedule.

The fees for the issuance and renewal of licenses, certificates, and permits, and the penalties to be assessed for failure to renew in accordance with sections 163.5, 4110, 4127.5, 4128.2, 4196, and 4400 of the Business and Professions Code are hereby fixed as follows:

- (a) The fee for the issuance of a pharmacy license is five hundred twenty dollars (\$520) ~~four hundred dollars (\$400)~~. The fee for the annual renewal of pharmacy license is three hundred twenty-five dollars (\$325) ~~two hundred fifty dollars (\$250)~~. The penalty for failure to renew is one hundred fifty dollars (\$150) ~~one hundred and twenty-five dollars (\$125)~~.
- (b) The fee for the issuance of a temporary license is three hundred twenty-five dollars (\$325) ~~two hundred fifty dollars (\$250)~~.
- (c) The fee for the issuance of a pharmacy technician license shall be one hundred five dollars (\$105) ~~fifty dollars (\$50)~~. The fee for the biennial renewal of a pharmacy technician license shall be one hundred thirty dollars (\$130) ~~fifty dollars (\$50)~~. The penalty for failure to renew a pharmacy technician license is sixty-five dollars (\$65) ~~twenty-five dollars (\$25)~~.
- (d) The fee for application and examination as a pharmacist is two hundred sixty dollars (\$260) ~~one hundred eighty-five dollars (\$185)~~.
- (e) The fee for regrading an examination is one hundred fifteen dollars (\$115) ~~eighty-five dollars (\$85)~~.
- (f) The fee for the issuance of an original pharmacist license is one hundred ninety-five dollars (\$195) ~~one hundred fifty dollars (\$150)~~.
- (g) The fee for the biennial renewal of a pharmacist's license is one hundred ninety-five dollars (\$195) ~~one hundred fifty dollars (\$150)~~. The penalty fee for failure to renew is ninety-seven dollars fifty cents (\$97.50) ~~seventy-five dollars (\$75)~~.
- (h) The fee for the issuance or renewal of a wholesaler's license is seven hundred eighty dollars (\$780) ~~six hundred dollars (\$600)~~. The penalty for failure to renew is one hundred fifty dollars (\$150).
- (i) The fee for the issuance or renewal of a hypodermic license is one hundred sixty five dollars (\$165) ~~one hundred twenty-five dollars (\$125)~~. The penalty for failure to renew is eighty two dollars fifty cents (\$82.50) ~~sixty-two dollars and fifty cents (\$62.50)~~.
- (j) The fee for the issuance of a license as a designated representative pursuant to Section 4053 of the Business and Professions Code shall be three hundred thirty dollars (\$330) ~~two hundred fifty dollars (\$250)~~. If the applicant is not issued a license as a designated representative, the board shall refund one hundred ten dollars (\$110) ~~of the fee~~. The fee for the annual renewal of a license as a designated representative shall be one hundred ninety-five dollars (\$195) ~~one hundred fifty dollars (\$150)~~. The penalty for failure to renew is ninety seven dollars and fifty cents (\$97.50) ~~seventy-five dollars (\$75)~~.
- (k) The fee for the issuance or renewal of a license as a nonresident wholesaler is seven hundred eighty dollars (\$780) ~~six hundred dollars (\$600)~~. The penalty for failure to renew is one hundred fifty dollars (\$150).
- (l) The fee for an intern pharmacist license is one hundred fifteen dollars (\$115) ~~seventy-five dollars (\$75)~~. The fee for transfer of intern hours or verification of licensure to another state is thirty dollars (\$30) ~~twenty dollars (\$20)~~.

(m) The fee for the reissuance of any permit, license, or certificate, or renewal thereof, which must be reissued because of change in the information, other than name change, is one hundred dollars (\$100).

(n) The fee for evaluation of continuing education courses for accreditation is forty dollars (\$40) for each hour of accreditation requested.

(o) The fee for the issuance of a clinic license is five hundred twenty dollars (\$520) ~~four hundred dollars (\$400)~~. The fee for the annual renewal of a clinic license is three hundred twenty-five dollars (\$325) ~~two hundred fifty dollars (\$250)~~. The penalty for failure to renew is one hundred fifty dollars (\$150) ~~one hundred and twenty five dollars (\$125)~~.

(p) The fee for the issuance of a nongovernmental license, or renewal of a license, to compound sterile drug products is seven hundred eighty dollars (\$780) ~~six hundred dollars (\$600)~~. The penalty for failure to renew is one hundred fifty dollars (\$150).

(q) The fee for the issuance of a license as a designated representative for a veterinary food-animal drug retailer shall be three hundred thirty dollars (\$330) ~~two hundred fifty dollars (\$250)~~. ~~If the applicant is not issued a license as a designated representative, the board shall refund one hundred fifty dollars (\$150) of the fee.~~ The fee for the annual renewal of a license as a designated representative shall be one hundred and ninety-five dollars (\$195) ~~one hundred ten dollars (\$110)~~. The penalty for failure to renew is ninety-seven dollars and fifty cents (\$97.50) ~~fifty-five dollars (\$55)~~.

(r) The fee for a veterinary food-animal drug retailer license is four hundred twenty-five dollars (\$425) ~~four hundred dollars (\$400)~~. The annual renewal fee for a veterinary food-animal drug retailer is three hundred twenty-five dollars (\$325) ~~two hundred and fifty dollars (\$250)~~. The fee for the issuance of a temporary license is two hundred and fifty dollars (\$250). The penalty for failure to renew is one hundred twenty-five dollars (\$125).

(s) The fee for the issuance of a retired pharmacist license shall be forty-five dollars (\$45) ~~thirty dollars (\$30)~~.

(t) The fee for the issuance of a centralized hospital packaging pharmacy shall be \$800. The annual renewal fee for a centralized hospital packaging pharmacy shall be \$800. The penalty for failure to renew is one hundred fifty dollars.

Authority cited: Sections 163.5 and 4005, Business and Professions Code. Reference: Sections 163.5, 4005, 4110, 4112(h), 4120, 4127.5, 4128.2, 4196, 4200, 4400, 4401 and 4403, Business and Professions Code.

Attachment 4c

Fee Comparison				
Revenue Type	Current Fee	Statutory Max	Revenue Current Fees	Revenue Statutory Max
Temp Permit - Pharmacy	\$250	\$325	\$26,475	\$34,418
Change of Designated Rep. In Charge	\$100	\$130	\$13,260	\$17,238
Tran Intern Hrs/Lic Verification	\$25	\$30	\$25,780	\$30,936
Duplicate Certificate	\$35	\$45	\$35,684	\$45,879
Original Lic -Hypodermic	\$125	\$165	\$2,250	\$2,970
Original Permit - Pharmacy	\$400	\$520	\$104,360	\$135,668
App Clinic Permit	\$400	\$520	\$22,800	\$29,640
Orig Permit Non-Resident Pharmacy	\$400	\$520	\$45,984	\$59,779
Orig Lic -OS Drug Distributer	\$600	\$780	\$68,400	\$88,920
Orig Lic Wholesale Drug	\$600	\$780	\$63,600	\$82,680
Orig Cert Pharmacist	\$150	\$195	\$241,500	\$313,950
Change of Permit	\$100	\$130	\$75,460	\$98,098
Change of Permit	\$35	\$45	\$6,570	\$8,447
Temp Sterile Compounding Lice	\$550	\$715	\$6,545	\$8,509
Temp Non Res Sterile Compounding Lic	\$550	\$715	\$2,750	\$3,575
Change of Pharmacist in Charge	\$100	\$130	\$149,600	\$194,480
Initial App Sterile Compounding	\$600	\$780	\$31,800	\$41,340
Initial App Non-Resid Sterile Comp	\$600	\$780	\$7,800	\$10,140
Temp Non Res Wholesaler License	\$550	\$715	\$7,150	\$9,295
Temp Wholesaler License (WLS)	\$550	\$715	\$16,500	\$21,450
Temp Permit for Non Resident Pharm	\$250	\$325	\$12,750	\$16,575
Orig Reg Pharm Tech	\$80	\$105	\$741,710	\$876,120
Vet FDRP Original App	\$405	\$425	\$3,240	\$3,400
App Fee Interns	\$90	\$115	\$178,005	\$227,450
App Fee Pharmacist	\$200	\$260	\$491,314	\$638,708
Regrade of Exam - Pharm	\$90	\$115	\$1,080	\$1,380
Retired Reg Pharmacist Lic	\$35	\$45	\$2,380	\$3,060
Init App Designated Representative	\$255	\$330	\$124,379	\$160,961
Exv Designated Representative	\$255	\$330	\$1,785	\$2,310
Vet FDRP Renewal Fee	\$250	\$325	\$6,000	\$7,800
Ann Renewal Hypodermic	\$125	\$165	\$31,000	\$40,920
Ann Renewal Pharmacy	\$250	\$325	\$1,589,185	\$2,065,941
Ann Ren Clinic	\$250	\$325	\$230,250	\$299,325
Ann Ren Non Res Pharmacy	\$250	\$325	\$82,750	\$107,575
Ann Ren OS Wholesale/MFG	\$600	\$780	\$329,400	\$428,220
Ann Ren Wholesale Drug	\$600	\$780	\$273,600	\$355,680
Bien Ren Pharmacist	\$150	\$195	\$2,685,045	\$3,490,559
Ren App Sterile Compounding	\$600	\$780	\$135,600	\$176,280
Ren App Sterile Compounding Non Res	\$600	\$780	\$45,000	\$58,500
Ren App Designated Representative	\$150	\$195	\$381,570	\$496,041
Bien Ren-Pharmacy Tech	\$100	\$130	\$2,861,410	\$3,719,833
Vet FDREC Renewal Fee	\$150	\$195	\$9,300	\$12,090
Delinquent Fee Sterile Compounding	\$150	\$150	\$300	\$300
Delinquent Fee Non Resident Comp	\$150	\$150	\$150	\$150
Vet FDRP Delinquency Fee	\$125	\$125	\$375	\$375
Del Ren Hypodermic	\$63	\$63	\$1,313	\$1,313
Del Ren Pharmacy	\$125	\$125	\$2,750	\$2,750
Del Ren Clinic	\$125	\$125	\$5,500	\$5,500
Del Ren Non Res Pharm	\$125	\$125	\$1,500	\$1,500
Del Ren Pharmacist	\$75	\$75	\$21,600	\$21,600
Del Ren Whsl Drug	\$150	\$150	\$1,800	\$1,800
Del Ren OSD WHSL/MFG	\$150	\$150	\$4,800	\$4,800
Delinq Fee Designative Representative	\$75	\$75	\$11,460	\$11,460
Del Ren-Pharmacy Tech	\$50	\$50	\$94,850	\$94,850
Vet FDREC - Delinquency Fee	\$75	\$75	\$390	\$390
Total Revenue			\$11,317,808	\$14,572,926

Attachment 4d



Attachment C:

Fee Audit 2009

California Board of Pharmacy

Independent Review of the Board's Fee Structure

December 2008



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California Board of Pharmacy

Independent Review of the Board's Fee Structure

Executive Summary and Introduction

The California Department of Consumer Affairs, Board of Pharmacy (Board) contracted with Sjoberg Evashenk Consulting, Inc. (SEC), to conduct an independent audit of the Board's fee structure, considering the following objectives:

- Performing an analysis of the Board's fee structure to determine if fee levels are appropriate for the recovery of the actual cost of conducting its programs;
- Assessing and revealing any levels of subsidy, surplus, or cross subsidies existing between licensure groups, such as individuals and facilities;
- Projecting fees and revenues and related costs for the next five years; and
- Assessing activity and workload data for each staff person to determine an hourly cost or cost per unit for the various Board activities and services.

Currently within the Department of Consumer Affairs, the Board was established in 1891 to protect consumers by licensing and regulating all aspects of the practice of pharmacy in California, including pharmacists, pharmacy practice, and prescription drugs and devices. The Board also regulates drug wholesalers, specialized facilities, and other practitioners such as pharmacist interns and technicians. The Board's activities are financed through its ability to collect fees related to application and license-processing services it provides to the following 14 major categories:

- Pharmacist
- Pharmacy Technician
- Pharmacist Intern
- Designated Representative - VET Exemption
- Designated Representative - WLS Exemption
- Pharmacy (including hospitals and correctional facilities)
- Non-Resident Pharmacy
- Clinic
- Wholesaler
- Hypodermic Needle and Syringe
- Non-Resident Wholesaler
- Sterile Compounding
- Non-Resident Sterile Compounding
- Veterinary Food Drug Retailer

There are also additional miscellaneous fees associated with transferring intern hours, verifying licenses, regrading pharmacist licensure exams, changing permits (addresses and reissuance), changing the pharmacist or designated representative in charge, and issuing duplicate, replacement, or retired pharmacist licenses.

As of July 2008, the Board's licensee population was just over 108,000. This is an increase of about 65 percent since 1998 without a significant change in staffing.

Table 1: License Growth—1998 to 2008

License Type	1998	2008	% Change
Pharmacist	29,261	36,077	23%
Pharmacist Intern	2,550	4,591	80%
Pharmacy Technician	23,931	54,790	129%
Designated Representative (WLS & VET)	2,138	2,887	35%
Pharmacy (including hospitals and licensed correctional facilities)	5,934	6,647	12%
Non-Resident Pharmacy	135	345	156%
Clinics (including drug rooms)	445	1,151	159%
Wholesalers	461	489	6%
Non-Resident Wholesalers	271	528	95%
Hypodermic	368	304	-17%
Sterile Compounding	N/A	225	N/A
Non-Resident Sterile Compounding	N/A	53	N/A
Veterinarian Food Drug Retailer	N/A	23	N/A
Totals	65,494	108,110	65%

The California Business and Professions code allows the Board to charge fees to cover the cost of providing licensing and compliance services—limiting the Board to charging fees that are not beyond a certain statutory maximum. Prior to January 2008, the Board had not implemented a fee increase in nearly 20 years¹, although it has experienced increases in the cost of providing services, particularly related to employee salaries and benefits. The Board historically has experienced difficulty hiring and retaining inspectors, as those positions require individuals with Pharmacy degrees. To address this difficulty, the Board recently began providing this class of employees with monthly recruitment and retention bonuses, which have significantly increased the Board's expenditures and thus, its cost of providing services.

¹ With the exception of a brief period between 1995 and 1999 where fees were temporarily increased and subsequently reduced.

In January 2008, the Board increased all categories of fees to the statutory maximums as expenditures had surpassed its revenue collections for several years. Operating with expenditures exceeding revenues had the effect of reducing the Board's fund balance as well as its ability to meet the 12-months of expenditures reserve required by statute.

Additionally, several future initiatives by the Board may further increase its costs in the future, including:

- **Regular Site Inspections and Audits**—Currently, due to resource limitations, the Board's site inspection activities are in reaction to complaints; the Board stated a desire to become proactive with routine and regular inspections of all site facilities.
- **Criminal Conviction Unit**—The Board is establishing this unit to address the high volume of rap sheets and arrest notifications received annually; responsibilities will include reviewing the rap sheets to determine the category of conviction and whether it is substantially related to the licensee's duties, qualifications, and functions, the seriousness of the offense, and the imminent threat, if any, to the public's health and safety.
- **Drug Tack-Back**—Current law does not allow for environmental-friendly, or "green," options for disposing of unwanted medicine; the Board is coordinating with other state agencies, local governments, drug manufacturers, and pharmacies to develop sustainable and efficient policies to manage pharmaceutical wastes and the disposal of devices.
- **Drug Recall Monitoring**—A series of recent recalls and subsequent inspections and investigations have prompted the Board to take action in identifying problems with the recall system; the Board is working with the California Department of Public Health, the California Society of Health-System Pharmacists, the California Hospital Association, and the FDA to identify potential problems and develop California-specific solutions.

However, the costs associated with these planned initiatives were not included in the future projections related to this study as the costs associated with implementing these programs are not yet determined.

Results in Brief

We performed an expenditure-allocation analysis to determine the cost of the services provided by the Board to compare against the fees charged for providing those services. While cost allocation results do not necessarily set the ideal price point to charge for providing and being reimbursed for the services, the information is one key consideration in identifying consumption of resources and establishing reasonable justification for ultimate fees for those services. Other key considerations involve workload changes, economic volatility, and client climate.

Based on the cost allocation process that we employed to arrive at the unit cost for each of the fees charged by the Board, we were able to estimate the Board's future fee revenue

and reserve position. As a result, our analysis reveals that the Board's current fee structure is insufficient to maintain the legislatively mandated 12-month reserve requirement (beginning in Fiscal Year 2008-2009) and the Board's position will continue to deteriorate until it eventually exhausts all reserves. As such, we created four scenarios to adjust the Board's fee structure; each scenario projection improves the Board's reserve position. The major difference in the scenarios pertains to which fees (some or all) are adjusted and the method to which they are adjusted:

- Increasing only the fees that are below their associated unit cost,
- Full cost recovery of every fee, and
- Two across the board fee hikes—high (20%) and low (15%).

This information is intended to provide the Board with data to assist its decision-making processes and to improve its reserve position.

Scope and Methodology

The objectives of this rate study audit were to provide the California Board of Pharmacy with analyses of the Board's fee structure to determine whether existing fee levels are appropriate for the recovery of the actual cost of conducting its many programs. To meet the audit objectives, we performed the following procedures:

- Interviewed Board officials to gain an understanding of the Board's overall environment as it relates to processing and licensing applicants;
- Reviewed Board-developed process flow diagrams, workload data projections and statistics, and timed task information.
- Obtained and analyzed projected-to-actual revenue and expenditure and workload data;
- Developed cost allocation methodology, utilizing workload and timed task data prepared by the Board;
- Identified fees charged by the Board and determined annual amount of revenues collected;
- Calculated the cost of providing the services, including determining the hourly unit cost for activities and services for each staff person;
- Compared the amount of fees charged for services to the cost of providing the services and determined if the current fee levels are appropriate for recovering of the cost of providing the services;
- Identified surpluses and subsidies that exist between licensure groups;
- Reviewed Board fiscal records showing actual expenditures;
- Projected fees, revenues, and expenditures for the next five years (through 2013); and
- Ascertained whether the fee amounts currently charged are sufficient so that the Board's reserve fund complies with legislative requirements.

Board's Current Fee Structure is Insufficient to Maintain Mandated Reserve Requirements

At the beginning of 2008, many of the Board's fees were increased to legislative maximums because the Board's expenditures were outpacing receipts and draining the Board's reserves. The January 2008 fee increase was the first increase in nearly 20 years (with the exception of a temporary increase in 1995 that lasted four years). According to Business and Profession Code 4400 (p), the Board shall maintain a reserve² equal to one-year of operating expenditures to cushion against unexpected revenue shortfalls. However, our analysis reveals that the Board's current fee structure is insufficient to maintain the legislatively mandated 12-month reserve requirement and will continue to deteriorate until the Board eventually exhausts all reserves.

To understand why the Board's expenditures are outpacing receipts, we performed a detailed cost-allocation analysis, analyzed the Board's reserve position under the current fee structure, and estimated future receipts based on workload projections. Then, we created four scenarios to adjust the Board's current fee structure; each scenario projects an increase in revenue and an improvement in reserve position:

- Increasing only the fees that are below their associated unit cost,
- Full cost recovery of every fee, and
- Two across the board fee hikes—high (20%) and low (15%).

Each of the four scenarios utilize the same projections related to interest, cite and fine and cost recovery revenue, and expenditures. The only key component in projecting the Board's reserve position that is adjusted in the four scenarios relates to the Board's fee revenues.

In the following discussion, we first present the Board's current reserve position and then present the four scenarios described above.

Analysis of Board's Reserve Position Under Current Fee Structure

Based on our cost allocation process (Refer to the detailed methodology discussion beginning on page 15), we arrived at the unit cost for each of the fees charged by the Board. Based upon those unit costs and workload trends, we can estimate the Board's future fee revenue. To estimate the Board's reserve position, we developed estimates related to the following key components:

- Fee Revenue (applications, licenses, etc)
- Interest Revenue
- Cite and Fine, Cost Recovery, Miscellaneous Revenue
- Expenditures

² Total revenues less expenditures including carry-overs from previous periods.

Fee Revenue

To estimate future fee revenue, we first developed workload trends based on fiscal-years 2005/2006 to 2007/2008 actual workload data³, which shows that during that time period workload increased by an overall average of more than 4 percent annually with variances amongst individual license categories. Refer to Table 2 for actual workload data for Fiscal Years 2005/2006 through 2007/2008.

Table 2: Actual Workload Data—2005/2006 through 2007/2008

License Category	FY 2005-2006	FY 2006-2007	FY 2007-2008	Average % Change
Pharmacist	18,549	18,808	19,259	1.90%
Pharmacist Technician	26,624	30,025	30,949	7.93%
Pharmacy Intern	1,510	1,614	1,733	7.12%
Designated Representative—VET	50	73	61	14.64%
Designated Representative—WLS	3,243	3,025	3,130	-1.63%
Pharmacy (including hospitals and licensed correctional facilities) ⁴	6,921	6,359	6,531	-2.71%
Non-Resident Pharmacy	280	312	324	7.61%
Clinics (including drug rooms)	896	959	1,020	6.69%
Wholesalers	525	508	495	-2.93%
Non-Resident Wholesalers	478	494	528	5.11%
Hypodermic	309	300	284	-4.05%
Sterile Compounding	212	214	215	0.80%
Non-Resident Sterile Compounding	46	55	67	20.69%
Veterinarian Food Drug Retailer	18	23	23	13.89%
Transfer of Intern Hours/License Verification	828	795	898	4.49%
Re-grade of Pharmacist Licensure Exam	40	28	12	-43.57%
Change of Permit - Re-issuance	532	496	589	5.99%
Change of Permit - Trade style/Address	101	105	284	87.22%
Change of Pharmacist in Charge	1,340	1,572	1,419	3.79%
Change of Designated Representative in Charge	57	62	82	20.51%
Duplicate/Replacement License	615	568	679	5.98%
Retired Pharmacist	24	36	13	-6.94%
Totals	63,198	66,430	68,595	4.19%

³ Workload data derived from CAL Stars reports includes number of applications renewed and processed.

⁴ Includes one-time change of ownership related to a chain pharmacy buy-out.

While the Board does not escalate workload when developing their projections of future revenue, our projections of future workload utilized fiscal year 2007/2008 workload data as the baseline and applied a percentage increase for future years using the 2005/2006 to 2007/2008 actual workload trends; however, to be conservative, the projected percentage increases were reduced by half with an overall annual workload estimated increase of slightly more than 2 percent. To arrive at estimate revenue totals, each category's workload trends were multiplied against the current fees charged for providing services. On Table 3, we provide detailed revenue projections under the current fee structure and in Appendix A, we provide detailed revenue projections for each fee under the current fee structure.

Interest Revenue

While the Board includes estimates of interest revenue in its projections, it does not escalate the interest estimates; rather it projects a flat \$127,000 in Fiscal Year 2008/2009 and beyond. Because 2007/2008 actual interest revenues of nearly \$490,000 were unusually high due to interest received related to a General Fund loan that has since been repaid to the Board, we did not use this figure as the baseline in our projections. Instead, we used the Board's \$127,000 projection and simply escalated this amount by almost 2 percent through 2013 to keep consistent with projections of workload increases and cite and fine, cost recovery projections. Refer to Table 3 for a summary of the interest revenue projections for the next five years.

Cite and Fine, Cost Recovery, and Miscellaneous Revenue

Although the Board typically does not include Cite and Fine or Cost Recovery income in their projections of future revenue, our projections include this additional non-fee revenue as it accounted for more than 11 percent of total income in Fiscal Year 2007/2008. To provide a conservative estimate of this revenue, our projections cut in half the 2007/2008 Cite and Fine and Cost Recovery income, and project this revenue by little more than 2 percent through 2013 to remain consistent with projections of workload increases. Refer to Table 3 for a summary of the Cite and Fine and Cost Recover income projections for the next five years.

Expenditures

Expenditure trends based on 2005/2006 to 2007/2008 actual data revealed the Board's costs have increased by an overall average of more than 10 percent annually—\$7.6 million in 2005/2006 to \$9.1 million in 2007/2008. However, certain expenditures during Fiscal Year 2007/2008 (such as recruitment and retention bonuses for Inspectors) were one-time adjustments. As such, we discounted the non-recurring items resulting in approximately \$8.1 million in recurring expenditures in 2007/2008, which we used as the baseline for our projections. The adjusted average increase is slightly more than 3 percent and our projections of future expenditures through 2013 increase expenditures by approximately the same percentage. Refer to Table 3 for a summary of expenditure projections for the next five years.

Reserve Position

According to Business and Profession Code 4400 (p), the Board is required to maintain a reserve equal to one-year of operating expenditures to cushion against unexpected revenue shortfalls. At the end of Fiscal-Year 2007/2008, the Board met this requirement as it had 13.7 months of expenditures in reserve. However, using our projections of revenue and expenditures and as illustrated in Table 3, we were able to conclude that the Board's reserve position will begin to deteriorate next year and continue to erode each year thereafter. As a result, the projected months of expenditures in reserve will also fall and the Board is estimated to have only 6.7 months of expenditure reserves by 2013. Refer to Table 3 for a summary of the Board's reserve position projections through 2013 under the current fee structure.

Table 3: Board's 2007/2008 Actual Financial Condition and 2008/2009 through 2012/13 Financial Condition Projections under the Current Fee Structure

	FY 2007/2008⁵	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013
Beginning Fund Balance reserve	\$11,015,150	\$10,782,385	\$9,149,309	\$8,375,243	\$8,457,399	\$7,387,809
Fee Revenue	\$7,409,661	\$8,210,997	\$8,347,911	\$8,490,715	\$8,634,502	\$8,769,688
Interest	\$487,970	\$127,000	\$129,730	\$132,519	\$135,368	\$138,279
Cite and Fine, cost recovery, misc.	\$1,004,966	\$445,831	\$455,416	\$465,207	\$475,209	\$485,426
GF loan	\$0	\$(1,000,000)	\$0	\$1,000,000	\$0	\$0
Expenditures	\$9,135,362	\$9,416,904	\$9,707,123	\$10,006,287	\$10,314,670	\$10,632,558
Ending fund balance reserves	\$10,782,385	\$9,149,309	\$8,375,243	\$8,457,399	\$7,387,809	\$6,148,644
Expenditure projections (for following year)	\$9,416,904	\$9,707,123	\$10,006,287	\$10,314,670	\$10,632,558	\$10,960,242
Expenditures per month	\$784,742	\$808,926	\$833,857	\$859,555	\$886,046	\$913,353
Months of reserve projected	13.7	11.3	10.0	9.8	8.3	6.7

⁵ 2007/2008 are actual figures Per CAL-Stars Fiscal Records.

Projections Utilizing Increases to Fees Currently Subsidized

In this scenario, future reserve projections are based on individual analysis of each license group and only the current fees charged that are below the unit cost of providing the services are increased. Further, each fee increase is assigned an escalator based on its percentage share of responsibility for the overall revenue shortfall. For example, the Pharmacy Technician category represents a larger percentage of the overall shortfall and thus a larger percentage increase is applied to that category. However, the fees are not raised to their full unit cost and continue to be subsidized by other fees—but to a lesser degree. See Table 4 for a list of the fees with unit costs higher than current fees charged and the corresponding upward adjustment of those fees. Refer to Appendix B for a detailed comparison of 2007-2008 revenue and expenses for each fee, including the subsidies or surpluses for each fee category.

Table 4: Upward Adjustment of Fees with Unit Costs Higher than Current Fees

	Difference between revenue and expenditures (Subsidies)	% of subsidy	2007/2008 Unit Costs	Jan 2008 Fees	Increase based on % of subsidy ⁶	Unit Cost Plus Increase Rounded Up	Evened Out to a maximum of \$5	Total Adjustment (maximum 100% increase)
Pharmacist Licensure Exam Application	\$84,688	2.63%	\$219	\$185	\$14.60	\$200	\$0	\$200
Pharmacy Technician Original License	\$552,398	17.16%	\$123	\$50	\$25.74	\$76	\$4	\$80
Pharmacy Technician Renewal	\$2,219,827	68.96%	\$153	\$50	\$103.44	\$154	N/A	\$100
Pharmacy Technician Delinquent Fee	\$78,396	2.44%	\$67	\$25	\$1.83	\$27	\$3	\$30 ⁷
Pharmacist Intern Permit	\$143,516	4.46%	\$151	\$75	\$10.03	\$86	\$4	\$90
Designated Representative - VET Original Application	\$204	0.01%	\$141	\$100	\$0.02	\$101	\$4	\$105
Designated Representative – VET Delinquent Fee	\$37	0.00%	\$92	\$55	\$0.00	\$56	\$4	\$60 ⁷
Designated Representative - WLS Original Application	\$21,105	0.66%	\$155	\$140	\$2.75	\$143	\$2	\$145
Hypodermic Needle and Syringe Original Permit	\$2,955	0.09%	\$339	\$125	\$0.34	\$126	\$4	\$130
Sterile Compounding Original Permit	\$5,236	0.16%	\$653	\$600	\$2.92	\$603	\$2	\$605
Veterinary Food-Animal Drug Retailer Permit	\$944	0.03%	\$872	\$400	\$0.35	\$401	\$4	\$405
Transfer of Intern Hours/License Verification	\$63,005	1.96%	\$85	\$20	\$1.17	\$22	\$3	\$25
Regrade of Pharmacist Licensure Exam	\$1,685	0.05%	\$220	\$85	\$0.13	\$86	\$4	\$90
Change of Permit Tradestyle/Address	\$12,786	0.40%	\$75	\$30	\$0.36	\$31	\$4	\$35
Duplicate/Replacement License	\$31,144	0.97%	\$76	\$30	\$0.87	\$31	\$4	\$35
Retired Pharmacist	\$1,069	0.03%	\$112	\$30	\$0.03	\$31	\$4	\$35
	\$3,218,993	100%						

⁶ Each fee is adjusted by increasing each current fee by its % of subsidy and multiplying the result by a factor of 3.

⁷ Any changes to delinquency fees must adhere to Section 163.5 of the Business and Professions Code authorizes specifies that delinquency fees shall be 50% of the renewal fee—thus, adjustments may be needed to any finalized fee changes.

Also, under this scenario no current fees are reduced, even if the unit cost of providing the service is below the amount charged. Given that certain activity subsidizes other types of processing activity, the Board should determine whether they wish to lower certain renewal fees. However, doing so will require other fee increases.

Following the scenario to increase those fees not fully supporting the associated activity would result in increased fee revenue from \$8,347,911 under the current fee structure to \$9,087,398 in 2009/2010 and from \$8,490,715 to \$10,024,306 in 2010/2011. Refer to Table 5 for a summary of the Board's reserve position projections through 2013 under this scenario.

Table 5: Board's 2007/2008 Actual Financial Condition and 2008/2009 through 2012/2013 Financial Condition Projections Utilizing Increases to Fees Currently Subsidized

	FY 2007/2008⁸	FY 2008/2009⁹	FY 2009/2010¹⁰	FY 2010/2011	FY 2011/2012	FY 2012/2013
Beginning Fund Balance reserve	\$11,015,150	\$10,782,385	\$9,149,309	\$9,114,730	\$10,730,477	\$11,248,356
Fee Revenue	\$7,409,661	\$8,210,997	\$9,087,398	\$10,024,306	\$10,221,971	\$10,406,801
Interest	\$487,970	\$127,000	\$129,730	\$132,519	\$135,368	\$138,279
Cite and Fine, cost recovery, misc.	\$1,004,966	\$445,831	\$455,416	\$465,207	\$475,209	\$485,426
GF loan	\$0	\$(1,000,000)	\$0	\$1,000,000	\$0	\$0
Expenditures	\$9,135,362	\$9,416,904	\$9,707,123	\$10,006,287	\$10,314,670	\$10,632,558
Ending fund balance reserves	\$10,782,385	\$9,149,309	\$9,114,730	\$10,730,477	\$11,248,356	\$11,646,306
Expenditure projections (for following year)	\$9,416,904	\$9,707,123	\$10,006,287	\$10,314,670	\$10,632,558	\$10,960,242
Expenditures per month	\$784,742	\$808,926	\$833,857	\$859,555	\$886,046	\$913,353
Months of reserve projected	13.7	11.3	10.9	12.5	12.7	12.8

⁸ 2007/2008 are actual figures Per CAL-Stars Fiscal Records.

⁹ 2008/2009 Projections are under the current fee structure as an increase would not likely go into effect until mid Fiscal Year 2009/2010.

¹⁰ 2008/2009 Projections are under the current fee structure for half the year as an increase would not likely go into effect until Fiscal Year 2009/2010.

Projections Utilizing Full Cost Recovery

A second approach to shore up the Board's future reserve position is based on full recovery of the unit cost of each fee category. To most accurately reflect the cost of services, under this scenario, some fees were significantly reduced as the current fee charged far exceeds the unit cost of providing the service while other fees were significantly increased as the current fee charged is far below the unit cost of providing the service. There is no subsidy of one fee by another under this scenario. The Board may want to consider this information when requesting changes to the statutory maximum for each fee—even if the Board chooses not to raise the fees to that maximum in the near term and continues to subsidize certain fees, such as Pharmacy Technician fees.

Increasing the fees following the full-recovery approach would increase fee revenue from \$8,347,911 under the current fee structure to \$9,027,475 in 2009/2010 and from \$8,490,715 to \$10,006,195 in 2010/2011. Refer to Table 6 for a summary of the Board's reserve position projections through 2013 under the full cost recovery structure. Refer to Appendix D for a detailed listing of revenue projections for each fee under this scenario.

Table 6: Board's 2007/2008 Actual Financial Condition and 2008/2009 through 2012/13 Financial Condition Projections under a Full Cost Recovery Structure

	FY 2007/2008¹¹	FY 2008/2009¹²	FY 2009/2010¹³	FY 2010/2011	FY 2011/2012	FY 2012/2013
Beginning Fund Balance reserve	\$11,015,150	\$10,782,385	\$9,149,309	\$9,054,849	\$10,652,577	\$11,263,156
Fee Revenue	\$7,409,661	\$8,210,997	\$9,027,518	\$10,006,287	\$10,314,670	\$10,632,558
Interest	\$487,970	\$127,000	\$129,730	\$132,519	\$135,368	\$138,279
Cite and Fine, cost recovery, misc.	\$1,004,966	\$445,831	\$455,416	\$465,207	\$475,209	\$485,426
GF loan	\$0	\$(1,000,000)	\$0	\$1,000,000	\$0	\$0
Expenditures	\$9,135,362	\$9,416,904	\$9,707,123	\$10,006,287	\$10,314,670	\$10,632,558
Ending fund balance reserves	\$10,782,385	\$9,149,309	\$9,054,849	\$10,652,577	\$11,263,156	\$11,886,862
Expenditure projections (for following year)	\$9,416,904	\$9,707,123	\$10,006,287	\$10,314,670	\$10,632,558	\$10,960,242
Expenditures per month	\$784,742	\$808,926	\$833,857	\$859,555	\$886,046	\$913,353
Months of reserve projected	13.7	11.3	10.9	12.4	12.7	13.0

¹¹ 2007/2008 are actual figures Per CAL-Stars Fiscal Records.

¹² 2008/2009 Projections are under the current fee structure as an increase would not likely go into effect until mid Fiscal Year 2009/2010.

¹³ 2008/2009 Projections are under the current fee structure for half the year as an increase would not likely go into effect until Fiscal Year 2009/2010.

Projections Utilizing Across the Board % Increase (Low and High)

Finally, a third option utilizes two scenarios of “across the board” increases for all fee categories. Future reserve projections greatly improve under across the board percent increases, raising all fees by the same percentage. We present two scenarios: a low across the board increase at 15 percent and a high across the board increase at 20 percent.

- Across the Board Low—Increasing the fees using this scenario will increase fee revenue from \$8,347,911 under the current fee structure to \$8,968,511 in 2009/2010 and from \$8,490,715 under the current fee structure to \$9,753,454 in 2010/2011.
- Across the Board High—Increasing the fees using this scenario will increase fee revenue from \$8,347,911 under the current fee structure to \$9,177,033 in 2009/2010 and from \$8,490,715 under the current fee structure to \$10,177,517 in 2010/2011.

Refer to Tables 7 and 8, for a summary of the Board’s reserve position projections through 2013 under an across the board increase low (15%) and high (20%). Also, refer to Appendices E and F for a detailed listing of each fee increase under these scenarios.

Table 7: Board’s 2007/2008 Actual Financial Condition and 2008/2009 through 2012/13 Financial Condition Projections under an Across the Board Increase—Low (15%)

	FY 2007/2008¹⁴	FY 2008/2009¹⁵	FY 2009/2010¹⁶	FY 2010/2011	FY 2011/2012	FY 2012/2013
Beginning Fund Balance reserve	\$11,015,150	\$10,782,385	\$9,149,309	\$8,995,903	\$10,340,798	\$10,555,516
Fee Revenue	\$7,409,661	\$8,210,997	\$8,968,571	\$9,753,454	\$9,918,810	\$10,074,273
Interest	\$487,970	\$127,000	\$129,730	\$132,519	\$135,368	\$138,279
Cite and Fine, cost recovery, misc.	\$1,004,966	\$445,831	\$455,416	\$465,207	\$475,209	\$485,426
GF loan	\$0	\$(1,000,000)	\$0	\$1,000,000	\$0	\$0
Expenditures	\$9,135,362	\$9,416,904	\$9,707,123	\$10,006,287	\$10,314,670	\$10,632,558
Ending fund balance reserves	\$10,782,385	\$9,149,309	\$8,995,903	\$10,340,798	\$10,555,516	\$10,620,937
Expenditure projections (for following year)	\$9,416,904	\$9,707,123	\$10,006,287	\$10,314,670	\$10,632,558	\$10,960,242
Expenditures per month	\$784,742	\$808,926	\$833,857	\$859,555	\$886,046	\$913,353
Months of reserve projected	13.7	11.3	10.8	12.0	11.9	11.6

¹⁴ 2007/2008 are actual figures Per CAL-Stars Fiscal Records.

¹⁵ 2008/2009 Projections are under the current fee structure as an increase would not likely go into effect until mid Fiscal Year 2009/2010.

¹⁶ 2008/2009 Projections are under the current fee structure for half the year as an increase would not likely go into effect until Fiscal Year 2009/2010.

Table 8: Board's 2007/2008 Actual Financial Condition and 2008/2009 through 2012/2013 Financial Condition Projections under an Across the Board Increase—High (20%)

	FY 2007/2008¹⁷	FY 2008/2009¹⁸	FY 2009/2010¹⁹	FY 2010/2011	FY 2011/2012	FY 2012/2013
Beginning Fund Balance reserve	\$11,015,150	\$10,782,385	\$9,149,309	\$9,204,365	\$10,973,323	\$11,619,294
Fee Revenue	\$7,409,661	\$8,210,997	\$9,177,033	\$10,177,517	\$10,350,062	\$10,512,285
Interest	\$487,970	\$127,000	\$129,730	\$132,519	\$135,368	\$138,279
Cite and Fine, cost recovery, misc.	\$1,004,966	\$445,831	\$455,416	\$465,207	\$475,209	\$485,426
GF loan	\$0	\$(1,000,000)	\$0	\$1,000,000	\$0	\$0
Expenditures	\$9,135,362	\$9,416,904	\$9,707,123	\$10,006,287	\$10,314,670	\$10,632,558
Ending fund balance reserves	\$10,782,385	\$9,149,309	\$9,204,365	\$10,973,323	\$11,619,294	\$12,122,727
Expenditure projections (for following year)	\$9,416,904	\$9,707,123	\$10,006,287	\$10,314,670	\$10,632,558	\$10,960,242
Expenditures per month	\$784,742	\$808,926	\$833,857	\$859,555	\$886,046	\$913,353
Months of reserve projected	13.7	11.3	11.0	12.8	13.1	13.3

¹⁷ 2007/2008 are actual figures Per CAL-Stars Fiscal Records.

¹⁸ 2008/2009 Projections are under the current fee structure as an increase would not likely go into effect until mid Fiscal Year 2009/2010.

¹⁹ 2008/2009 Projections are under the current fee structure for half the year as an increase would not likely go into effect until Fiscal Year 2009/2010.

Cost Allocation Analysis Methodology

We performed an expenditure-allocation analysis to determine the cost of the various services provided by the Board to compare against the related fees charged for providing those services. While cost allocation results do not necessarily set the ideal price point to charge for providing and being reimbursed for the services, the information is one key consideration in identifying uses of resources and establishing reasonable justification for ultimate fees for those services. Included in our cost allocation analysis are the following types of costs:

- Direct costs, such as Attorney General and DCA data processing charges that generally relate only to licensing activities.
- Indirect or “common costs” such as salaries, benefits, facilities, office equipment, and training etc. relate to all activities performed by Board employees, including application processing, administration, investigations, etc. These cost elements are included in arriving at the unit cost of the Board's fees and in calculating fully-loaded billing rates for Board employees.

Pass-through costs related to fingerprint reports are reimbursed in full through separate fees charged to and paid by applicants. The fees collected are given directly to the Department of Justice that, in turn, incurs the cost of fingerprint analysis. As such, pass-through costs were eliminated from the cost allocation analysis.

Table 9, reflects the Board's expenditures grouped by cost type.

Table 9: Board Expenditures—Fiscal Year 2007/2008

Expenditure Category	FY 2007/08
Direct Costs	
General Data Processing	\$60,599
Printing	\$94,866
Postage	\$88,901
DCA Data Processing	\$373,668
Consulting	\$505,610
Licensure Enforcement (OAG Billings)	\$1,135,423
Examinations	\$157,438
Total Direct Costs	\$2,416,505
Indirect Costs	
Insurance	\$1,892
Vehicle Operations	\$72,605
Cell Phones	\$31,899
Travel Expense ²⁰	\$243,708
Personnel & Benefits	\$4,843,175
DCA Facilities Operations	\$263,903
Training	\$12,468
General Expense	\$173,827
Other Communications	\$20,050
Office Equipment Expense	\$113,193
DCA Central Admin Pro-Rata	\$334,043
DCA Indirect Distribution Costs	\$523,517
Total Indirect Costs	\$6,634,280
Total 2007/08 Expenditures²¹	\$9,050,785

²⁰ Includes Board member travel costs.

²¹ Total 2007/2008 Expenditures do not include Pass-through Costs – Fingerprint reports for \$84,577.

Allocation of Direct or "Purchase" Costs

To begin the allocation process related to the approximate \$2.4 million in direct costs, we initially formed a high-level distribution across each of the Board's 14 major license categories based on each category's number of licenses and permits as of July 2008.

Table 10: High Level Allocation of Fiscal Year 2007/2008 Direct Costs

License Category	Number of Licenses as of July 2008	Category Percentage	High Level Allocation of Direct Costs
Pharmacist	36,077	33.37%	\$806,403
Pharmacist Intern	4,591	4.25%	\$102,619
Pharmacy Technician	54,790	50.68%	\$1,224,681
Designated Representative—WLS	60	0.06%	\$1,341
Designated Representative—VET	2,827	2.61%	\$63,190
Pharmacy (including hospitals and licensed correctional facilities)	6,647	6.15%	\$148,576
Non-Resident Pharmacy	345	0.32%	\$7,712
Clinics (including drug rooms)	1,151	1.06%	\$25,727
Wholesalers	489	0.45%	\$10,930
Non-Resident Wholesalers	528	0.49%	\$11,802
Hypodermic	304	0.28%	\$6,795
Sterile Compounding	225	0.21%	\$5,029
Non-Resident Sterile Compounding	53	0.05%	\$1,185
Veterinarian Food Drug Retailer	23	0.02%	\$514
Total	108,110	100%	\$2,416,505

We further allocated the direct costs to the individual fees within each of the 14 major license categories based on each fee's percentage of the category's total workload—see example related to Pharmacists fees in Table 11.

Table 11: Detailed Allocation of Direct Costs to Fees within the Pharmacist Category

Pharmacist	07/08 work-load	% of work-load	Allocation within Group	Less 15% DCA Data Processing ²²	Less 7% Exams ¹⁸	Sub-Total Allocation within Group	Reallocation of DCA Billings	Reallocation of Examinations	Total Allocation of Direct Costs
Pharmacist Licensure Exam Application	1,918	10%	\$80,310	\$12,418	\$5,232	\$62,659	N/A	\$157,438	\$220,097
Pharmacist Original License	1,351	7%	\$56,568	\$8,747	\$3,685	\$44,136	N/A	N/A	\$44,136
Pharmacist Renewal	15,677	81%	\$656,420	\$101,503	\$42,766	\$512,150	\$122,255	N/A	\$634,404
Pharmacist Delinquent Fee	313	2%	\$13,106	\$2,027	\$854	\$10,225	\$2,441	N/A	\$12,666
Totals	19,259	100%	\$806,403	\$124,695	\$52,538	\$629,170	\$124,695	\$157,438	\$911,303

Refer to Appendix G for a detailed listing of the amount of direct costs allocated to each of the Board's fees within these 14 major categories.

Allocation of Indirect or "Common" Costs

To begin allocating the \$6.6 million in indirect costs, we performed a high level allocation by assigning portions of the indirect costs across major employee groups, including Executive, Supervising Inspectors, Inspectors, Enforcement, Licensing Programs & Exams, Customer Support & Public Education, and Organizational Development & Support according to the amount of the indirect cost the employee group consumes. For example, vehicle and insurance costs were only allocated to the inspector group, as they are the only employees that incur those costs. Additionally, facility costs were not allocated to the inspectors as they work from home. Refer to Appendix H for a detailed description of the allocation basis. In Table 12, costs at a high level are allocated across major employee groups.

²² DCA data processing and examinations were subtracted from each fee category and reallocated only to the fees they are associated—DCA data processing (approx 15% of direct costs) relate to only renewal and delinquency fees and Examinations (approx 7% of direct costs) relate to only the Pharmacy Licensure Exam Application fee.

Table 12: High Level Allocation of Indirect Costs Across Major Employee Groups

High Level Allocation of Indirect Expenses	Executive	Supervising Inspectors	Field Inspectors	Enforcement Programs	Licensing Programs & Exams	Customer Support and Public Education	Org Dev & Support	Totals
Insurance	N/A	\$328	\$1,564	N/A	N/A	N/A	N/A	\$1,892
Vehicle Operations	N/A	\$12,600	\$60,005	N/A	N/A	N/A	N/A	\$72,605
Cell Phones	\$2,547	\$5,094	\$24,259	N/A	N/A	N/A	N/A	\$31,899
Travel Expense	\$19,458	\$38,915	\$185,335	N/A	N/A	N/A	N/A	\$243,708 ²³
Personnel & Benefits	\$191,691	\$588,906	\$2,703,087	\$539,760	\$386,250	\$275,336	\$158,146	\$4,843,175
DCA Facilities Operations	\$15,609	\$31,217	N/A	\$78,043	\$61,108	\$43,431	\$34,495	\$263,903
Training	\$472	\$943	\$4,493	\$2,358	\$1,847	\$1,312	\$1,042	\$12,468
General Expense	\$6,576	\$13,153	\$62,639	\$32,881	\$25,746	\$18,298	\$14,534	\$173,827
Other Communications	\$759	\$1,517	\$7,225	\$3,793	\$2,970	\$2,111	\$1,676	\$20,050
Office Equipment Expense	\$4,282	\$8,565	\$40,789	\$21,412	\$16,765	\$11,916	\$9,464	\$113,193
DCA Central Admin Pro-Rata	\$12,638	\$25,275	\$120,373	\$63,188	\$49,476	\$35,164	\$27,929	\$334,043
DCA Indirect Distribution Costs	\$19,806	\$39,612	\$188,650	\$99,029	\$77,540	\$55,110	\$43,771	\$523,517
Totals	\$273,836	\$766,125	\$3,398,419	\$840,464	\$621,702	\$444,678	\$291,057	\$6,634,280

Next, using the indirect cost totals assigned to each employee group from the table above, we split each group's assigned cost amongst the employees within the group based on each individual's percentage of salary to total salary costs for the group. Each individual's assigned portion of indirect cost was divided by their total hours available to work during a typical year (1 FTE = 1,778 hours) to arrive at each employee's fully loaded hourly billing rate. In Table 6, we provide an example of the Supervising Investigator group's detailed assigned indirect cost.

²³ Includes Board member travel costs.

Table 13: Indirect Costs Assigned to the Supervising Inspector Employee Group

Supervising Inspector Employee Group FTE	2007/2008 Budgeted Salaries	% of Total Salaries	2007/2008 Indirect Costs	Total BOP Employee Hours Available	2007/2008 Hourly Billing Rate/ Fully Loaded Process Cost
1	\$141,528	24.95%	\$191,119	1,778	\$107.49
1	\$146,244	25.78%	\$197,488	1,778	\$111.07
1	\$133,316	23.50%	\$180,030	1,778	\$101.25
1	\$146,244	25.78%	\$197,488	1,778	\$111.07
4	\$567,332	100.00%	\$766,125	7,112	\$107.72

As illustrated in Table 13, the Supervising Investigator employee group has total budgeted salary costs of \$567,332 for fiscal year 2007/2008 and each of the four Supervising Investigators represent between 23.5 percent and 25.8 percent of the total salary costs budgeted for the group. We assigned portions of the group's \$766,125 indirect costs using the percentage of total salaries, which resulted in indirect costs assigned to individual Supervising Inspectors ranging from about \$180,000 to \$197,500 with hourly billing rates averaging \$107.72. Refer to Appendix I for a listing of all positions hourly billing rates.

Next, we divided the \$6.6 million in overall indirect costs into two major categories—License Processing Timed Task Hours and Non-Specific Hours:

- License Processing Timed Task Hours: Board employees completed timed task sheets indicating the number of processing hours per year each task they perform requires. The cost to have the employees perform the tasks was calculated by multiplying the employees' billing rate against the number of required hours. These costs were assigned directly to the associated fee.
- Non-Specific Hours: Non-specific hours relate to the portion of total hours available for an employee to work during a given year that are not reflected on the timed task sheets previously described. These hours typically are not related specifically to license processing and include activities such as investigations, meetings, training, etc. The cost to have the employees perform these tasks was also calculated by multiplying the employees' billing rate against the number of required hours. As the hours are not related directly to a specific license category or type, the hours were allocated across all license categories and fee types and assigned based on each category's percentage of total annual workload.

Additionally, from the non-specific hours, we segregated enforcement-related hours into a separate group, as the majority of these activities are associated only with license renewal fees. As such, we allocated enforcement-related hours to renewal fees based on

each category's number of licenses and permits in July 2008. A small amount of the enforcement related hours (15%) were allocated across all categories and license types based on total annual workload to account for administrative related functions (meetings, training, etc).

In Table 14, we provide the summary allocation of indirect costs related to License Processing Timed Task Hours and Non-Specific Hours.

Table 14: Summary Allocation of \$6.6 million Indirect Costs Related to License Processing Timed Task Hours and Non-Specific Hours

Indirect Cost Categories	Hours	Allocated Cost	Cost Assignment Basis
License Processing Timed Task Hours	15,383	\$653,601	Direct to fee
Non-Specific Hours:			
All Non-Specific Hours Except Enforcement	22,086	\$1,104,587	Workload
Non-Specific Hours Related to Enforcement Activities	56,525	\$4,876,092	# of license and permits
Total Indirect Hours/Costs	93,994	\$6,634,280	

Overall Summary Allocation

The next phase of the allocation process was to add the direct and indirect costs assigned to each license category together to arrive at the total cost associated with each fee within all license categories. The analysis reveals that the costs related to certain license fees are significantly higher than the revenue generated for providing the service and vice versa. For example, all three of the fee types within the Pharmacy Technician license category result in costs of providing the services far outweighing the associated fees. This imbalance results in annual revenue shortfalls totaling more than \$2.8 million; thus, the Board is forced to subsidize the costs associated with the Pharmacy Technician license category from several other license categories, such as the Pharmacy. This circumstance for Pharmacy Technician and Pharmacy is illustrated in Tables 15 and 16. Also, refer to Appendix B for detailed comparison of 2007/2008 cost allocation and 2007/2008 revenue for all license categories.

Table 15: Pharmacy Technician Comparison of 2007/08 Allocated Costs and Revenue

Pharmacy Technician	Indirect Allocation	Direct Allocation	Total Cost Allocation 2007/2008	Revenue 2007/2008	Surplus/(Subsidy)	Percent
Pharmacy Technician Original License	\$696,202	\$232,110	\$928,312	\$375,914	\$(552,398)	(33.66)%
Pharmacy Technician Renewal	\$2,457,940	\$840,012	\$3,297,952	\$1,078,125	\$(2,219,827)	(135.26)%
Pharmacy Technician Delinquent Fee	\$52,324	\$72,770	\$125,094	\$46,698	\$(78,396)	(4.78)%
Totals	\$3,206,466	\$1,144,892	\$4,351,358	\$1,500,737	(\$2,850,621)	

Table 16: Pharmacy Comparison of 2007/2008 Allocated Costs and Revenue

Pharmacy (includes hospital and LCF)	Indirect Allocation	Direct Allocation	Total Cost Allocation 2007/2008	Revenue 2007/2008	Surplus/(Subsidy)	Percent
Pharmacy Original Permit	\$86,259	\$4,704	\$90,963	\$134,426	\$43,463	2.65%
Pharmacy Permit Renewal	\$300,834	\$131,195	\$432,030	\$1,364,355	\$932,325	56.81%
Pharmacy Delinquent Fee	\$2,275	\$902	\$3,177	\$4,400	\$1,223	0.07%
Totals	\$389,368	\$136,801	\$526,170	\$1,503,181	\$977,011	

To arrive at the unit cost for each fee, we divided the fee's cost by the associated workload. As expected, based on the surpluses and subsidies discussed earlier, the unit costs related to certain license fees are significantly higher than the fees charged for providing the services resulting in subsidies from other categories. Similar to the previous examples, each of the three fee types within the Pharmacy Technician license category have unit costs that are significantly higher than the fees charged for those services; thus, the Board is forced to subsidize the costs associated with the Pharmacy Technician license category via other multiple license categories, such as the Pharmacy,

Wholesaler, and Clinic categories. Refer to the Pharmacy Technician and Pharmacy examples in Table 17 and refer to Appendix B for all license categories.

Table 17: Pharmacy Technician and Pharmacy Comparison of Unit Costs and Current Fees

Pharmacy Technician	2007/2008 Total Cost Allocation	2007/2008 Workload	2007/2008 Unit Costs	Current Fees²⁴	Difference
Pharmacy Technician Original License	\$928,312	7,518	\$123	\$50	(\$73)
Pharmacy Technician Renewal	\$3,297,952	21,563	\$153	\$50	(\$103)
Pharmacy Technician Delinquent Fee	\$125,094	1,868	\$67	\$25	(\$42)
Pharmacy²⁵					
Pharmacy Original Permit	\$90,963	265	\$343	\$400	\$57
Pharmacy Permit Renewal	\$432,030	6,106	\$71	\$250	\$179
Pharmacy Delinquent Fee	\$3,177	42	\$76	\$125	\$49

²⁴ Fees as of the increase implemented in January 2008.

²⁵ Pharmacy Includes Hospital and License Correctional Facilities.

Appendix A: Current Fee Structure Revenue Projections

	08 Current Fees	08/09 Workload projections based on actual trends	09/10 Workload projections based on actual trends	10/11 Workload projections based on actual trends	11/12 Workload projections based on actual trends	12/13 Workload projections based on actual trends	08/09 projection revenue from actual workload trend based on current fees	09/10 projection revenue from actual workload trend based on current fees	10/11 projection revenue from actual workload trend based on current fees	11/12 projection revenue from actual workload trend based on current fees	12/13 projection revenue from actual workload trend based on current fees
Individual Licensing Services											
Pharmacist											
Pharmacist Licensure Exam Application	\$ 185	1961	2003	2044	2085	2121	\$ 362,729.71	\$ 370,468.81	\$ 378,201.20	\$ 385,656.44	\$ 392,364.25
Pharmacist Original License	\$ 150	1373	1394	1416	1436	1454	\$ 205,951.15	\$ 209,166.29	\$ 212,360.63	\$ 215,423.59	\$ 218,165.18
Pharmacist Renewal	\$ 150	15802	15922	16041	16154	16254	\$ 2,370,242.75	\$ 2,388,299.04	\$ 2,406,097.36	\$ 2,423,032.16	\$ 2,438,079.79
Pharmacist Delinquent Fee	\$ 75	309	305	302	299	296	\$ 23,183.02	\$ 22,906.68	\$ 22,639.58	\$ 22,390.25	\$ 22,172.68
Pharmacy Technician											
Pharmacy Technician Original License	\$ 50	7744	7968	8193	8411	8609	\$ 387,215.42	\$ 398,385.78	\$ 409,628.55	\$ 420,546.38	\$ 430,436.51
Pharmacy Technician Renewal	\$ 50	22445	23326	24221	25098	25901	\$ 1,122,273.35	\$ 1,166,288.74	\$ 1,211,036.02	\$ 1,254,918.79	\$ 1,295,041.93
Pharmacy Technician Delinquent Fee	\$ 25	1956	2045	2136	2225	2307	\$ 48,909.28	\$ 51,126.66	\$ 53,394.18	\$ 55,630.71	\$ 57,686.78
Pharmacist Intern											
Pharmacist Intern Original Permit	\$ 75	1792	1851	1910	1968	2021	\$ 134,418.30	\$ 138,822.02	\$ 143,271.15	\$ 147,607.78	\$ 151,550.03
Designated Representative - VET Exemption											
Designated Representative - VET Original Application	\$ 100	5	5	5	5	5	\$ 503.12	\$ 506.12	\$ 509.08	\$ 511.89	\$ 514.38
Designated Representative - VET Original Certificate	\$ 150	5	6	7	8	9	\$ 719.59	\$ 857.03	\$ 1,017.17	\$ 1,196.67	\$ 1,383.01
Designated Representative - VET Renewal	\$ 110	55	59	63	68	72	\$ 6,043.47	\$ 6,490.98	\$ 6,961.18	\$ 7,437.42	\$ 7,886.38
Designated Representative – VET Delinquent Fee	\$ 55	2	3	5	9	14	\$ 97.24	\$ 168.81	\$ 290.35	\$ 487.79	\$ 780.46
Designated Representative - WLS Exemption											
Designated Representative - WLS Original Application	\$ 140	408	377	350	326	306	\$ 57,061.18	\$ 52,802.76	\$ 48,947.81	\$ 45,572.83	\$ 42,800.23
Designated Representative - WLS Original Certificate	\$ 110	396	364	336	312	292	\$ 43,506.15	\$ 40,073.02	\$ 36,979.54	\$ 34,283.46	\$ 32,078.01
Designated Representative - WLS Renewal	\$ 150	2177	2266	2357	2446	2527	\$ 326,562.28	\$ 339,914.13	\$ 353,509.76	\$ 366,863.65	\$ 379,091.59
Designated Representative – WLS Delinquent Fee	\$ 75	178	188	197	207	216	\$ 13,374.10	\$ 14,081.03	\$ 14,809.14	\$ 15,532.36	\$ 16,201.66

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Site Licensing Services											
Pharmacy (includes Hospita & LCF)											
Pharmacy Original Permit	\$ 400	262	259	256	253	251	\$ 104,707.29	\$ 103,483.55	\$ 102,300.41	\$ 101,195.77	\$ 100,231.61
Pharmacy Permit Renewal	\$ 250	6156	6204	6251	6296	6336	\$ 1,538,910.01	\$ 1,550,899.61	\$ 1,562,719.96	\$ 1,573,968.70	\$ 1,583,965.51
Pharmacy Deliquent Fee	\$ 125	40	37	35	34	32	\$ 4,948.15	\$ 4,675.51	\$ 4,423.49	\$ 4,198.30	\$ 4,009.72
Temporary Pharmacy Permit	\$ 250	95	77	63	52	44	\$ 23,700.74	\$ 19,235.66	\$ 15,690.56	\$ 12,959.46	\$ 10,969.12
Non-resident Pharmacy											
Non-Resident Pharmacy Original Permit	\$ 400	76	79	82	85	87	\$ 30,319.82	\$ 31,496.26	\$ 32,691.79	\$ 33,863.75	\$ 34,934.90
Non-Resident Pharmacy Permit Renewal	\$ 250	239	246	253	260	267	\$ 59,747.40	\$ 61,523.32	\$ 63,312.29	\$ 65,050.99	\$ 66,627.27
Non-Resident Pharmacy Deliquent Fee	\$ 125	21	23	25	27	29	\$ 2,613.41	\$ 2,864.83	\$ 3,134.44	\$ 3,413.04	\$ 3,680.70
Clinic											
Clinic Original Permit	\$ 400	95	101	108	116	122	\$ 37,825.69	\$ 40,529.67	\$ 43,363.96	\$ 46,227.99	\$ 48,921.98
Clinic Permit Renewal	\$ 250	886	906	925	944	962	\$ 221,522.20	\$ 226,446.79	\$ 231,371.42	\$ 236,123.61	\$ 240,402.84
Clinic Deliquent Fee	\$ 125	75	86	97	109	121	\$ 9,422.61	\$ 10,706.08	\$ 12,132.67	\$ 13,659.54	\$ 15,176.33
Wholesaler											
Wholesale Drug Original Permit	\$ 600	45	40	36	33	30	\$ 26,884.14	\$ 24,208.25	\$ 21,851.08	\$ 19,841.63	\$ 18,231.64
Wholesale Drug Permit Renewal	\$ 600	417	418	420	421	422	\$ 249,972.32	\$ 250,907.77	\$ 251,826.31	\$ 252,696.99	\$ 253,467.90
Wholesale Drug Deliquent Fee	\$ 150	20	18	17	15	14	\$ 2,991.08	\$ 2,722.75	\$ 2,483.80	\$ 2,277.93	\$ 2,111.34
Temporary Wholesale Permit	\$ 550	8	8	8	8	8	\$ 4,400.00	\$ 4,400.00	\$ 4,400.00	\$ 4,400.00	\$ 4,400.00
Hypodermic Needle and Syringe											
Hypodermic Needle and Syringe Original Permit	\$ 125	12	12	12	11	11	\$ 1,557.61	\$ 1,495.71	\$ 1,437.56	\$ 1,384.77	\$ 1,339.91
Hypodermic Needle and Syringe Permit Renewal	\$ 125	246	243	240	237	235	\$ 30,722.40	\$ 30,341.57	\$ 29,973.64	\$ 29,630.36	\$ 29,330.93
Hypodermic Needle and Syringe Deliquent Fee	\$ 63	21	19	18	17	16	\$ 1,284.54	\$ 1,203.54	\$ 1,129.31	\$ 1,063.52	\$ 1,008.86
Non-Resident Wholesaler											
Non-Resident Wholesaler Original Permit	\$ 600	91	86	81	77	74	\$ 54,786.77	\$ 51,707.59	\$ 48,864.64	\$ 46,327.26	\$ 44,204.65
Non-Resident Wholesaler Permit Renewal	\$ 600	401	418	436	454	470	\$ 240,364.19	\$ 250,953.62	\$ 261,769.23	\$ 272,424.21	\$ 282,208.34
Non-Resident Wholesaler Deliquent Fee	\$ 150	49	52	56	60	64	\$ 7,296.63	\$ 7,862.91	\$ 8,459.88	\$ 9,066.48	\$ 9,640.10
Temporary NonResident Wholesale Permit	\$ 550	3	3	3	3	3	\$ 1,650.00	\$ 1,650.00	\$ 1,650.00	\$ 1,650.00	\$ 1,650.00
Sterile Compounding											
Sterile Compounding Original Permit	\$ 600	49	48	47	46	45	\$ 29,347.09	\$ 28,735.01	\$ 28,148.72	\$ 27,606.30	\$ 27,136.91
Sterile Compounding Permit Renewal	\$ 600	167	169	172	174	177	\$ 100,001.56	\$ 101,561.37	\$ 103,111.07	\$ 104,597.02	\$ 105,927.03
Sterile Compounding Deliquent Fee	\$ 150	1	1	1	1	1	\$ 132.00	\$ 116.82	\$ 103.68	\$ 92.66	\$ 83.97
Temp permit	\$ 550	14	14	14	14	14	\$ 7,800.00	\$ 7,800.00	\$ 7,800.00	\$ 7,800.00	\$ 7,800.00
Non-Res Sterile Compounding											
Sterile Compounding Original Permit	\$ 600	25	27	30	32	34	\$ 15,054.18	\$ 16,365.33	\$ 17,759.69	\$ 19,188.79	\$ 20,551.23
Sterile Compounding Permit Renewal	\$ 600	45	49	53	57	61	\$ 26,866.96	\$ 29,239.67	\$ 31,765.78	\$ 34,357.66	\$ 36,831.22
Sterile Compounding Deliquent Fee	\$ 150	3	4	4	5	5	\$ 504.00	\$ 561.96	\$ 625.18	\$ 691.61	\$ 756.44
Vet Food-Animal Drug Retailer											
Veterinary Food-Animal Drug Retailer Original Permit	\$ 400	2	2	2	1	1	\$ 736.00	\$ 679.57	\$ 628.61	\$ 584.08	\$ 547.57
Veterinary Food-Animal Drug Retailer Permit Renewal	\$ 250	21	23	25	26	28	\$ 5,373.33	\$ 5,757.83	\$ 6,160.87	\$ 6,568.18	\$ 6,951.32

Miscellaneous Services												
Transfer of Intern Hours/License Verification	\$ 20	917	936	955	973	990	\$ 18,346.66	\$ 18,725.19	\$ 19,103.13	\$ 19,467.28	\$ 19,794.71	
Regrade of Pharmacist Licensure Exam	\$ 85	9	8	6	5	4	\$ 806.67	\$ 644.99	\$ 518.53	\$ 422.51	\$ 353.47	
Change of Permit - Reissuance	\$ 100	606	623	639	656	670	\$ 60,593.93	\$ 62,263.96	\$ 63,942.72	\$ 65,570.96	\$ 67,044.23	
Change of Permit - Tradestyle/Address	\$ 30	403	565	786	1078	1430	\$ 12,086.88	\$ 16,936.19	\$ 23,583.34	\$ 32,325.16	\$ 42,897.70	
Change of Pharmacist in Charge	\$ 100	1445	1470	1495	1519	1541	\$ 144,481.65	\$ 147,000.75	\$ 149,508.05	\$ 151,916.44	\$ 154,075.73	
Change of Exemptee in Charge	\$ 100	90	99	108	117	126	\$ 9,007.47	\$ 9,857.50	\$ 10,767.52	\$ 11,706.32	\$ 12,606.90	
Change of Designated Representative in Charge	\$ -	0	0	0	0	0	\$ -	\$ -	\$ -	\$ -	\$ -	
Duplicate/Replacement License	\$ 30	698	718	737	756	773	\$ 20,954.21	\$ 21,530.14	\$ 22,109.04	\$ 22,670.47	\$ 23,178.44	
Retired Pharmacist	\$ 30	13	12	12	11	11	\$ 377.00	\$ 364.96	\$ 353.55	\$ 343.12	\$ 334.18	
totals		70,373	72,185	74,091	76,040	77,914	8,210,997	8,347,911	8,490,715	8,634,502	8,769,688	

Appendix B: 2007-2008 Revenue and Expenses Comparisons

	07/08 Actual Fee Revenue Per Fiscal Record	Total Allocation of 07/08 expenses	Difference	07/08 Actual Workload	2007-2008 Unit Costs	08 Current Fees
Individual Licensing Services						
Pharmacist						
Pharmacist Licensure Exam Application	\$ 335,300	\$ 419,988	\$ (84,688)	1918	\$ 219	\$ 185
Pharmacist Original License	\$ 170,660	\$ 176,639	\$ (5,979)	1351	\$ 131	\$ 150
Pharmacist Renewal	\$ 2,072,090	\$ 2,183,320	\$ (111,231)	15677	\$ 139	\$ 150
Pharmacist Deliquent Fee	\$ 20,400	\$ 23,614	\$ (3,214)	313	\$ 75	\$ 75
Pharmacy Technician						
Pharmacy Technician Original License	\$ 375,914	\$ 928,312	\$ (552,398)	7518	\$ 123	\$ 50
Pharmacy Technician Renewal	\$ 1,078,125	\$ 3,297,952	\$ (2,219,827)	21563	\$ 153	\$ 50
Pharmacy Technician Deliquent Fee	\$ 46,698	\$ 125,094	\$ (78,396)	1868	\$ 67	\$ 25
Pharmacist Intern						
Pharmacist Intern Original Permit	\$ 117,870	\$ 261,386	\$ (143,516)	1733	\$ 151	\$ 75
Designated Representative - VET Exemption						
Designated Representative - VET Original Application	\$ 500	\$ 704	\$ (204)	5	\$ 141	\$ 100
Designated Representative - VET Original Certificate	\$ 600	\$ 427	\$ 173	4	\$ 107	\$ 150
Designated Representative - VET Renewal	\$ 5,610	\$ 5,130	\$ 480	51	\$ 101	\$ 110
Designated Representative – VET Deliquent Fee	\$ 55	\$ 92	\$ (37)	1	\$ 92	\$ 55
Designated Representative - WLS Exemption						
Designated Representative - WLS Original Application	\$ 47,471	\$ 68,576	\$ (21,105)	442	\$ 155	\$ 140
Designated Representative - WLS Original Certificate	\$ 49,004	\$ 41,346	\$ 7,658	431	\$ 96	\$ 110
Designated Representative - WLS Renewal	\$ 279,948	\$ 199,800	\$ 80,148	2088	\$ 96	\$ 150
Designated Representative – WLS Deliquent Fee	\$ 11,195	\$ 9,721	\$ 1,474	169	\$ 58	\$ 75

*Some 2008 current fees above are higher than their corresponding unit costs; however, some of these fees were lower than their unit costs before the January 2008 fee increase. Thus, some unit costs appear lower than their current fees even though the fee category shows a subsidy for the year.

Site Licensing Services						
Pharmacy (includes Hospita & LCF)						
Pharmacy Original Permit	\$ 134,426	\$ 90,963	\$ 43,463	265	\$ 343	\$ 400
Pharmacy Permit Renewal	\$ 1,364,355	\$ 432,030	\$ 932,325	6106	\$ 71	\$ 250
Pharmacy Deliquent Fee	\$ 4,400	\$ 3,177	\$ 1,223	42	\$ 76	\$ 125
Temporary Pharmacy Permit	\$ 24,250	\$ 14,219	\$ 10,031	118	\$ 121	\$ 250
Non-resident Pharmacy						
Non-Resident Pharmacy Original Permit	\$ 26,800	\$ 28,798	\$ (1,998)	73	\$ 395	\$ 400
Non-Resident Pharmacy Permit Renewal	\$ 50,000	\$ 26,685	\$ 23,315	232	\$ 115	\$ 250
Non-Resident Pharmacy Deliquent Fee	\$ 1,975	\$ 1,510	\$ 465	19	\$ 79	\$ 125
Clinic						
Clinic Original Permit	\$ 32,600	\$ 19,437	\$ 13,163	88	\$ 221	\$ 400
Clinic Permit Renewal	\$ 185,900	\$ 80,251	\$ 105,649	866	\$ 93	\$ 250
Clinic Deliquent Fee	\$ 7,275	\$ 4,282	\$ 2,993	66	\$ 65	\$ 125
Wholesaler						
Wholesale Drug Original Permit	\$ 28,800	\$ 14,987	\$ 13,813	50	\$ 300	\$ 600
Wholesale Drug Permit Renewal	\$ 238,150	\$ 37,836	\$ 200,314	415	\$ 91	\$ 600
Wholesale Drug Deliquent Fee	\$ 3,300	\$ 2,455	\$ 845	22	\$ 112	\$ 150
Temporary Wholesale Permit	\$ 4,400	\$ 1,360	\$ 3,040	8	\$ 170	\$ 550
Hypodermic Needle and Syringe						
Hypodermic Needle and Syringe Original Permit	\$ 1,450	\$ 4,405	\$ (2,955)	13	\$ 339	\$ 125
Hypodermic Needle and Syringe Permit Renewal	\$ 27,010	\$ 19,984	\$ 7,026	249	\$ 80	\$ 125
Hypodermic Needle and Syringe Deliquent Fee	\$ 1,280	\$ 1,207	\$ 73	22	\$ 55	\$ 63

*Part of the costs associated with temporary wholesaler fees that is not reflected on the table above related to the fact that Board staff must put all other work on hold to accommodate these permits.

Non-Resident Wholesaler						
Non-Resident Wholesaler Original Permit	\$ 55,130	\$ 28,043	\$ 27,087	97	\$ 289	\$ 600
Non-Resident Wholesaler Permit Renewal	\$ 220,850	\$ 46,102	\$ 174,748	383	\$ 120	\$ 600
Non-Resident Wholesaler Deliquent Fee	\$ 6,750	\$ 6,380	\$ 370	45	\$ 142	\$ 150
Temporary NonResident Wholesale Permit	\$ 1,650	\$ 266	\$ 1,384	3	\$ 89	\$ 550
Sterile Compounding						
Sterile Compounding Original Permit	\$ 27,400	\$ 32,636	\$ (5,236)	50	\$ 653	\$ 600
Sterile Compounding Permit Renewal	\$ 88,600	\$ 59,691	\$ 28,909	164	\$ 364	\$ 600
Sterile Compounding Deliquent Fee	\$ 150	\$ 148	\$ 2	1	\$ 148	\$ 150
Temp permit	\$ 7,800	\$ 1,251	\$ 6,549	14		\$ 550
Non-Res Sterile Compounding						
Sterile Compounding Original Permit	\$ 12,860	\$ 6,091	\$ 6,769	23	\$ 265	\$ 600
Sterile Compounding Permit Renewal	\$ 22,000	\$ 5,703	\$ 16,297	41	\$ 139	\$ 600
Sterile Compounding Deliquent Fee	\$ 450	\$ 424	\$ 26	3	\$ 141	\$ 150
Vet Food-Animal Drug Retailer						
Veterinary Food-Animal Drug Retailer Original Permit	\$ 800	\$ 1,744	\$ (944)	2	\$ 872	\$ 400
Veterinary Food-Animal Drug Retailer Permit Renewal	\$ 5,000	\$ 2,602	\$ 2,398	20	\$ 130	\$ 250
Veterinary Food-Animal Drug Retailer Deliquent Fee	\$ 125	\$ 92	\$ 33	1	\$ 92	\$ 125
Temporary Veterinary Food-Animal Drug Permit						\$ 250

Miscellaneous Services						
Transfer of Intern Hours/License Verification	\$ 13,360	\$ 76,365	\$ (63,005)	898	\$ 85	\$ 20
Regrade of Pharmacist Licensure Exam	\$ 960	\$ 2,645	\$ (1,685)	12	\$ 220	\$ 85
Change of Permit - Reissuance	\$ 48,640	\$ 54,103	\$ (5,463)	589	\$ 92	\$ 100
Change of Permit - Tradestyle/Address	\$ 8,520	\$ 21,306	\$ (12,786)	284	\$ 75	\$ 30
Change of Pharmacist in Charge	\$ 113,660	\$ 118,687	\$ (5,027)	1419	\$ 84	\$ 100
Change of Exemptee in Charge		\$ -	\$ -			\$ 100
Change of Designated Representative in Charge	\$ 6,310	\$ 7,338	\$ (1,028)	82	\$ 89	\$ 100
Duplicate/Replacement License	\$ 20,370	\$ 51,514	\$ (31,144)	679	\$ 76	\$ 30
Retired Pharmacist	\$ 390	\$ 1,459	\$ (1,069)	13	\$ 112	\$ 30
totals	\$ 7,409,661	\$ 9,050,785	\$ (1,640,612)	68,609		

Appendix C: Subsidized Fees Increased Revenue Projections

	Fee Adjustments (Increases are Bolded)	08/09 Workload projections based on actual trends	09/10 Workload projections based on actual trends	10/11 Workload projections based on actual trends	11/12 Workload projections based on actual trends	12/13 Workload projections based on actual trends	08/09 projection revenue from actual workload trend based on individual fee analysis	09/10 projection revenue from actual workload trend based on individual fee analysis	10/11 projection revenue from actual workload trend based on individual fee analysis	11/12 projection revenue from actual workload trend based on individual fee analysis	12/13 projection revenue from actual workload trend based on individual fee analysis
Individual Licensing Services											
Pharmacist											
Pharmacist Licensure Exam Application	\$ 200	1,961	2,003	2,044	2,085	2,121	\$ 392,140.23	\$ 400,506.82	\$ 408,866.16	\$ 416,925.88	\$ 424,177.57
Pharmacist Original License	\$ 150	1,373	1,394	1,416	1,436	1,454	\$ 205,951.15	\$ 209,166.29	\$ 212,360.63	\$ 215,423.59	\$ 218,165.18
Pharmacist Renewal	\$ 150	15,802	15,922	16,041	16,154	16,254	\$ 2,370,242.75	\$ 2,388,299.04	\$ 2,406,097.36	\$ 2,423,032.16	\$ 2,438,079.79
Pharmacist Deliquent Fee	\$ 75	309	305	302	299	296	\$ 23,183.02	\$ 22,906.68	\$ 22,639.58	\$ 22,390.25	\$ 22,172.68
group total		19,444	19,624	19,803	19,973	20,125	\$ 2,991,517	\$ 3,020,879	\$ 3,049,964	\$ 3,077,772	\$ 3,102,595
Pharmacy Technician											
Pharmacy Technician Original License	\$ 80	7,744	7,968	8,193	8,411	8,609	\$ 619,544.67	\$ 637,417.25	\$ 655,405.69	\$ 672,874.21	\$ 688,698.42
Pharmacy Technician Renewal	\$ 100	22,445	23,326	24,221	25,098	25,901	\$ 2,244,546.70	\$ 2,332,577.48	\$ 2,422,072.04	\$ 2,509,837.58	\$ 2,590,083.87
Pharmacy Technician Deliquent Fee	\$ 30	1,956	2,045	2,136	2,225	2,307	\$ 58,691.13	\$ 61,351.99	\$ 64,073.02	\$ 66,756.85	\$ 69,224.14
group total		32,146	33,339	34,549	35,735	36,817	\$ 2,922,782	\$ 3,031,347	\$ 3,141,551	\$ 3,249,469	\$ 3,348,006
Pharmacist Intern											
Pharmacist Intern Original Permit	\$ 90	1,792	1,851	1,910	1,968	2,021	\$ 161,301.95	\$ 166,586.43	\$ 171,925.38	\$ 177,129.33	\$ 181,860.04
group total		1,792	1,851	1,910	1,968	2,021	\$ 161,302	\$ 166,586	\$ 171,925	\$ 177,129	\$ 181,860
Designated Representative - VET Exemption											
Designated Representative - VET Original Application	\$ 105	5	5	5	5	5	\$ 528.27	\$ 531.43	\$ 534.53	\$ 537.48	\$ 540.10
Designated Representative - VET Original Certificate	\$ 150	5	6	7	8	9	\$ 720	\$ 857	\$ 1,017	\$ 1,197	\$ 1,383
Designated Representative - VET Renewal	\$ 110	55	59	63	68	72	\$ 6,043	\$ 6,491	\$ 6,961	\$ 7,437	\$ 7,886
Designated Representative – VET Deliquent Fee	\$ 60	2	3	5	9	14	\$ 106	\$ 184	\$ 317	\$ 532	\$ 851
group total		67	73	80	90	100	\$ 7,397	\$ 8,064	\$ 8,830	\$ 9,704	\$ 10,661

Designated Representative - WLS Exemption											
Designated Representative - WLS Original Application	\$ 145	408	377	350	326	306	\$ 59,099	\$ 54,689	\$ 50,696	\$ 47,200	\$ 44,329
Designated Representative - WLS Original Certificate	\$ 110	396	364	336	312	292	\$ 43,506	\$ 40,073	\$ 36,980	\$ 34,283	\$ 32,078
Designated Representative - WLS Renewal	\$ 150	2,177	2,266	2,357	2,446	2,527	\$ 326,562	\$ 339,914	\$ 353,510	\$ 366,864	\$ 379,092
Designated Representative – WLS Delinquent Fee	\$ 75	178	188	197	207	216	\$ 13,374	\$ 14,081	\$ 14,809	\$ 15,532	\$ 16,202
group total		3,158	3,195	3,240	3,290	3,341	\$ 442,542	\$ 448,757	\$ 455,994	\$ 463,880	\$ 471,700
Site Licensing Services											
Pharmacy (includes Hospita & LCF)											
Pharmacy Original Permit	\$ 400	262	259	256	253	251	\$ 104,707	\$ 103,484	\$ 102,300	\$ 101,196	\$ 100,232
Pharmacy Permit Renewal	\$ 250	6,156	6,204	6,251	6,296	6,336	\$ 1,538,910	\$ 1,550,900	\$ 1,562,720	\$ 1,573,969	\$ 1,583,966
Pharmacy Delinquent Fee	\$ 125	40	37	35	34	32	\$ 4,948	\$ 4,676	\$ 4,423	\$ 4,198	\$ 4,010
Temporary Pharmacy Permit	\$ 250	95	77	63	52	44	\$ 23,701	\$ 19,236	\$ 15,691	\$ 12,959	\$ 10,969
group total		6,552	6,577	6,605	6,634	6,662	\$ 1,672,266	\$ 1,678,294	\$ 1,685,134	\$ 1,692,322	\$ 1,699,176
Non-resident Pharmacy											
Non-Resident Pharmacy Original Permit	\$ 400	76	79	82	85	87	\$ 30,320	\$ 31,496	\$ 32,692	\$ 33,864	\$ 34,935
Non-Resident Pharmacy Permit Renewal	\$ 250	239	246	253	260	267	\$ 59,747	\$ 61,523	\$ 63,312	\$ 65,051	\$ 66,627
Non-Resident Pharmacy Delinquent Fee	\$ 125	21	23	25	27	29	\$ 2,613	\$ 2,865	\$ 3,134	\$ 3,413	\$ 3,681
group total		336	348	360	372	383	\$ 92,681	\$ 95,884	\$ 99,139	\$ 102,328	\$ 105,243
Clinic											
Clinic Original Permit	\$ 400	95	101	108	116	122	\$ 37,826	\$ 40,530	\$ 43,364	\$ 46,228	\$ 48,922
Clinic Permit Renewal	\$ 250	886	906	925	944	962	\$ 221,522	\$ 226,447	\$ 231,371	\$ 236,124	\$ 240,403
Clinic Delinquent Fee	\$ 125	75	86	97	109	121	\$ 9,423	\$ 10,706	\$ 12,133	\$ 13,660	\$ 15,176
group total		1,056	1,093	1,131	1,169	1,205	\$ 268,770	\$ 277,683	\$ 286,868	\$ 296,011	\$ 304,501

Wholesaler												
Wholesale Drug Original Permit	\$ 600	45	40	36	33	30	\$ 26,884	\$ 24,208	\$ 21,851	\$ 19,842	\$ 18,232	
Wholesale Drug Permit Renewal	\$ 600	417	418	420	421	422	\$ 249,972	\$ 250,908	\$ 251,826	\$ 252,697	\$ 253,468	
Wholesale Drug Deliquent Fee	\$ 150	20	18	17	15	14	\$ 2,991	\$ 2,723	\$ 2,484	\$ 2,278	\$ 2,111	
Temporary Wholesale Permit	\$ 550	8	8	8	8	8	\$ 4,400	\$ 4,400	\$ 4,400	\$ 4,400	\$ 4,400	
group total		489	485	481	477	475	\$ 284,248	\$ 282,239	\$ 280,561	\$ 279,217	\$ 278,211	
Hypodermic Needle and Syringe												
Hypodermic Needle and Syringe Original Permit	\$ 130	12	12	12	11	11	\$ 1,620	\$ 1,556	\$ 1,495	\$ 1,440	\$ 1,394	
Hypodermic Needle and Syringe Permit Renewal	\$ 125	246	243	240	237	235	\$ 30,722	\$ 30,342	\$ 29,974	\$ 29,630	\$ 29,331	
Hypodermic Needle and Syringe Deliquent Fee	\$ 63	21	19	18	17	16	\$ 1,285	\$ 1,204	\$ 1,129	\$ 1,064	\$ 1,009	
group total		279	274	269	265	262	\$ 33,627	\$ 33,101	\$ 32,598	\$ 32,134	\$ 31,733	
Non-Resident Wholesaler												
Non-Resident Wholesaler Original Permit	\$ 600	91	86	81	77	74	\$ 54,787	\$ 51,708	\$ 48,865	\$ 46,327	\$ 44,205	
Non-Resident Wholesaler Permit Renewal	\$ 600	401	418	436	454	470	\$ 240,364	\$ 250,954	\$ 261,769	\$ 272,424	\$ 282,208	
Non-Resident Wholesaler Deliquent Fee	\$ 150	49	52	56	60	64	\$ 7,297	\$ 7,863	\$ 8,460	\$ 9,066	\$ 9,640	
Temporary NonResident Wholesale Permit	\$ 550	3	3	3	3	3	\$ 1,650	\$ 1,650	\$ 1,650	\$ 1,650	\$ 1,650	
group total		544	560	577	595	611	\$ 304,098	\$ 312,174	\$ 320,744	\$ 329,468	\$ 337,703	
Sterile Compounding												
Sterile Compounding Original Permit	\$ 605	49	48	47	46	45	\$ 29,592	\$ 28,974	\$ 28,383	\$ 27,836	\$ 27,363	
Sterile Compounding Permit Renewal	\$ 600	167	169	172	174	177	\$ 100,002	\$ 101,561	\$ 103,111	\$ 104,597	\$ 105,927	
Sterile Compounding Deliquent Fee	\$ 150	1	1	1	1	1	\$ 132	\$ 117	\$ 104	\$ 93	\$ 84	
Temp permit	\$ 550	14	14	14	14	14	\$ -	\$ -	\$ -	\$ -	\$ -	
group total		230	232	233	235	236	\$ 129,725	\$ 130,653	\$ 131,598	\$ 132,526	\$ 133,374	

Non-Res Sterile Compounding											
Sterile Compounding Original Permit	\$ 600	25	27	30	32	34	\$ 15,054	\$ 16,365	\$ 17,760	\$ 19,189	\$ 20,551
Sterile Compounding Permit Renewal	\$ 600	45	49	53	57	61	\$ 26,867	\$ 29,240	\$ 31,766	\$ 34,358	\$ 36,831
Sterile Compounding Delinquent Fee	\$ 150	3	4	4	5	5	\$ 504	\$ 562	\$ 625	\$ 692	\$ 756
group total		73	80	87	94	101	\$ 42,425	\$ 46,167	\$ 50,151	\$ 54,238	\$ 58,139
Vet Food-Animal Drug Retailer											
Veterinary Food-Animal Drug Retailer Original Permit	\$ 405	2	2	2	1	1	\$ 745	\$ 688	\$ 636	\$ 591	\$ 554
Veterinary Food-Animal Drug Retailer Permit Renewal	\$ 250	21	23	25	26	28	\$ 5,373	\$ 5,758	\$ 6,161	\$ 6,568	\$ 6,951
Veterinary Food-Animal Drug Retailer Delinquent Fee	\$ 125	1	1	1	1	1	\$ 110	\$ 97	\$ 86	\$ 77	\$ 70
Temporary Veterinary Food-Animal Drug Permit		-	-	-	-	-					
group total		24	26	27	28	30	\$ 6,229	\$ 6,543	\$ 6,884	\$ 7,237	\$ 7,576
Miscellaneous Services											
Transfer of Intern Hours/License Verification	\$ 25	917	936	955	973	990	\$ 22,933	\$ 23,406	\$ 23,879	\$ 24,334	\$ 24,743
Regrade of Pharmacist Licensure Exam	\$ 90	9	8	6	5	4	\$ 854	\$ 683	\$ 549	\$ 447	\$ 374
Change of Permit - Reissuance	\$ 100	606	623	639	656	670	\$ 60,594	\$ 62,264	\$ 63,943	\$ 65,571	\$ 67,044
Change of Permit - Tradestyle/Address	\$ 35	403	565	786	1,078	1,430	\$ 14,101	\$ 19,759	\$ 27,514	\$ 37,713	\$ 50,047
Change of Pharmacist in Charge	\$ 100	1,445	1,470	1,495	1,519	1,541	\$ 144,482	\$ 147,001	\$ 149,508	\$ 151,916	\$ 154,076
Change of Designated Representative in Charge	\$ 100	90	99	108	117	126	\$ 9,007	\$ 9,857	\$ 10,768	\$ 11,706	\$ 12,607
Duplicate/Replacement License	\$ 35	698	718	737	756	773	\$ 24,447	\$ 25,119	\$ 25,794	\$ 26,449	\$ 27,042
Retired Pharmacist	\$ 35	13	12	12	11	11	\$ 440	\$ 426	\$ 412	\$ 400	\$ 390
group total		4,182	4,429	4,738	5,115	5,545	\$ 276,858	\$ 288,515	\$ 302,366	\$ 318,537	\$ 336,323
totals		70,373	72,184	74,091	76,040	77,914	\$ 9,636,467	\$ 9,826,885	\$ 10,024,307	\$ 10,221,971	\$ 10,406,802

Appendix D: Full Cost Recovery Revenue Projections

	2007-2008 Unit Costs	08/09 Workload projections based on actual trends	09/10 Workload projections based on actual trends	10/11 Workload projections based on actual trends	11/12 Workload projections based on actual trends	12/13 Workload projections based on actual trends	08/09 projection revenue from actual workload trend based on unit costs - Full Recovery	09/10 projection revenue from actual workload trend based on unit costs - Full Recovery	10/11 projection revenue from actual workload trend based on unit costs - Full Recovery	11/12 projection revenue from actual workload trend based on unit costs - Full Recovery	12/13 projection revenue from actual workload trend based on unit costs - Full Recovery
Individual Licensing Services											
Pharmacist											
Pharmacist Licensure Exam Application	\$ 219	1,961	2,003	2,044	2,085	2,121	\$ 435,739	\$ 447,488	\$ 459,188	\$ 470,871	\$ 482,694
Pharmacist Original License	\$ 131	1,373	1,394	1,416	1,436	1,454	\$ 182,193	\$ 186,056	\$ 189,874	\$ 193,695	\$ 197,647
Pharmacist Renewal	\$ 139	15,802	15,922	16,041	16,154	16,254	\$ 2,233,487	\$ 2,262,902	\$ 2,291,544	\$ 2,320,641	\$ 2,352,760
Pharmacist Delinquent Fee	\$ 75	309	305	302	299	296	\$ 23,668	\$ 23,515	\$ 23,361	\$ 23,234	\$ 23,182
Pharmacy Technician											
Pharmacy Technician Original License	\$ 123	7,744	7,968	8,193	8,411	8,609	\$ 970,514	\$ 1,004,013	\$ 1,037,681	\$ 1,071,325	\$ 1,104,835
Pharmacy Technician Renewal	\$ 153	22,445	23,326	24,221	25,098	25,901	\$ 3,484,103	\$ 3,640,700	\$ 3,799,916	\$ 3,959,735	\$ 4,117,328
Pharmacy Technician Delinquent Fee	\$ 67	1,956	2,045	2,136	2,225	2,307	\$ 132,965	\$ 139,760	\$ 146,712	\$ 153,716	\$ 160,607
Pharmacist Intern											
Pharmacist Intern Original Permit	\$ 151	1,792	1,851	1,910	1,968	2,021	\$ 274,352	\$ 284,901	\$ 295,552	\$ 306,209	\$ 316,771
Designated Representative - VET Exemption											
Designated Representative - VET Original Application	\$ 141	5	5	5	5	5	\$ 719	\$ 727	\$ 735	\$ 744	\$ 753
Designated Representative - VET Original Certificate	\$ 107	5	6	7	8	9	\$ 520	\$ 623	\$ 743	\$ 879	\$ 1,023
Designated Representative - VET Renewal	\$ 101	55	59	63	68	72	\$ 5,609	\$ 6,057	\$ 6,529	\$ 7,015	\$ 7,495
Designated Representative – VET Delinquent Fee	\$ 92	2	3	5	9	14	\$ 166	\$ 289	\$ 499	\$ 844	\$ 1,360

*Unit costs under this scenario slightly increase each year as expenditure projections increase.

Designated Representative - WLS Exemption												
Designated Representative - WLS Original Application	\$ 155	408	377	350	326	306	\$ 64,178	\$ 59,716	\$ 55,642	\$ 52,097	\$ 49,299	
Designated Representative - WLS Original Certificate	\$ 96	396	364	336	312	292	\$ 38,507	\$ 35,664	\$ 33,081	\$ 30,842	\$ 29,076	
Designated Representative - WLS Renewal	\$ 96	2,177	2,266	2,357	2,446	2,527	\$ 211,430	\$ 221,287	\$ 231,327	\$ 241,415	\$ 251,353	
Designated Representative – WLS Deliquent Fee	\$ 58	178	188	197	207	216	\$ 10,410	\$ 11,021	\$ 11,650	\$ 12,288	\$ 12,915	
Site Licensing Services												
Pharmacy (includes Hospita & LCF)												
Pharmacy Original Permit	\$ 343	262	259	256	253	251	\$ 91,193	\$ 90,624	\$ 90,051	\$ 89,579	\$ 89,398	
Pharmacy Permit Renewal	\$ 71	6,156	6,204	6,251	6,296	6,336	\$ 442,035	\$ 447,934	\$ 453,680	\$ 459,513	\$ 465,939	
Pharmacy Deliquent Fee	\$ 76	40	37	35	34	32	\$ 3,039	\$ 2,888	\$ 2,746	\$ 2,621	\$ 2,522	
Temporary Pharmacy Permit	\$ 121	95	77	63	52	44	\$ 11,594	\$ 9,462	\$ 7,758	\$ 6,444	\$ 5,495	
Non-resident Pharmacy												
Non-Resident Pharmacy Original Permit	\$ 395	76	79	82	85	87	\$ 30,411	\$ 31,765	\$ 33,141	\$ 34,522	\$ 35,884	
Non-Resident Pharmacy Permit Renewal	\$ 115	239	246	253	260	267	\$ 27,923	\$ 28,911	\$ 29,906	\$ 30,900	\$ 31,888	
Non-Resident Pharmacy Deliquent Fee	\$ 79	21	23	25	27	29	\$ 1,686	\$ 1,859	\$ 2,044	\$ 2,238	\$ 2,432	
Clinic												
Clinic Original Permit	\$ 221	95	101	108	116	122	\$ 21,198	\$ 22,839	\$ 24,562	\$ 26,332	\$ 28,077	
Clinic Permit Renewal	\$ 93	886	906	925	944	962	\$ 83,337	\$ 85,659	\$ 87,974	\$ 90,285	\$ 92,619	
Clinic Deliquent Fee	\$ 65	75	86	97	109	121	\$ 4,964	\$ 5,671	\$ 6,460	\$ 7,313	\$ 8,187	

Wholesaler												
Wholesale Drug Original Permit	\$ 300	45	40	36	33	30	\$ 13,630	\$ 12,341	\$ 11,197	\$ 10,225	\$ 9,466	
Wholesale Drug Permit Renewal	\$ 91	417	418	420	421	422	\$ 38,550	\$ 38,907	\$ 39,252	\$ 39,609	\$ 40,031	
Wholesale Drug Deliquent Fee	\$ 112	20	18	17	15	14	\$ 2,258	\$ 2,067	\$ 1,895	\$ 1,748	\$ 1,632	
Temporary Wholesale Permit	\$ 170	8	8	8	8	8	\$ 1,380	\$ 1,387	\$ 1,395	\$ 1,402	\$ 1,413	
Hypodermic Needle and Syringe												
Hypodermic Needle and Syringe Original Permit	\$ 339	12	12	12	11	11	\$ 4,285	\$ 4,138	\$ 3,997	\$ 3,872	\$ 3,775	
Hypodermic Needle and Syringe Permit Renewal	\$ 80	246	243	240	237	235	\$ 20,019	\$ 19,880	\$ 19,741	\$ 19,624	\$ 19,573	
Hypodermic Needle and Syringe Deliquent Fee	\$ 55	21	19	18	17	16	\$ 1,144	\$ 1,078	\$ 1,017	\$ 963	\$ 920	
Non-Resident Wholesaler												
Non-Resident Wholesaler Original Permit	\$ 289	91	86	81	77	74	\$ 26,792	\$ 25,425	\$ 24,151	\$ 23,026	\$ 22,138	
Non-Resident Wholesaler Permit Renewal	\$ 120	401	418	436	454	470	\$ 48,940	\$ 51,378	\$ 53,869	\$ 56,377	\$ 58,845	
Non-Resident Wholesaler Deliquent Fee	\$ 142	49	52	56	60	64	\$ 6,999	\$ 7,584	\$ 8,202	\$ 8,839	\$ 9,470	
Temporary NonResident Wholesale Permit	\$ 89	3	3	3	3	3	\$ 270	\$ 271	\$ 272	\$ 274	\$ 276	
Sterile Compounding												
Sterile Compounding Original Permit	\$ 653	49	48	47	46	45	\$ 32,401	\$ 31,901	\$ 31,411	\$ 30,979	\$ 30,683	
Sterile Compounding Permit Renewal	\$ 364	167	169	172	174	177	\$ 61,567	\$ 62,872	\$ 64,161	\$ 65,452	\$ 66,787	
Sterile Compounding Deliquent Fee	\$ 148	1	1	1	1	1	\$ 133	\$ 118	\$ 105	\$ 95	\$ 86	
Temp permit		14	14	14	14	14						

Non-Res Sterile Compounding																	
Sterile Compounding Original Permit	\$	265	25	27	30	32	34	\$	6,743	\$	7,371	\$	8,040	\$	8,736	\$	9,427
Sterile Compounding Permit Renewal	\$	139	45	49	53	57	61	\$	6,321	\$	6,917	\$	7,554	\$	8,216	\$	8,874
Sterile Compounding Deliquent Fee	\$	141	3	4	4	5	5	\$	482	\$	540	\$	604	\$	672	\$	740
Vet Food-Animal Drug Retailer																	
Veterinary Food-Animal Drug Retailer Original Permit	\$	872	2	2	2	1	1	\$	1,628	\$	1,511	\$	1,405	\$	1,313	\$	1,240
Veterinary Food-Animal Drug Retailer Permit Renewal	\$	130	21	23	25	26	28	\$	2,838	\$	3,058	\$	3,289	\$	3,526	\$	3,760
Veterinary Food-Animal Drug Retailer Deliquent Fee	\$	92	1	1	1	1	1	\$	82	\$	73	\$	65	\$	59	\$	54
Temporary Veterinary Food-Animal Drug Permit																	
Miscellaneous Services																	
Transfer of Intern Hours/License Verification	\$	85	917	936	955	973	990	\$	79,172	\$	81,251	\$	83,319	\$	85,384	\$	87,479
Regrade of Pharmacist Licensure Exam	\$	220	9	8	6	5	4	\$	2,123	\$	1,707	\$	1,379	\$	1,130	\$	953
Change of Permit - Reissuance	\$	92	606	623	639	656	670	\$	56,489	\$	58,365	\$	60,249	\$	62,130	\$	64,008
Change of Permit - Tradestyle/Address	\$	75	403	565	786	1,078	1,430	\$	30,676	\$	43,220	\$	60,494	\$	83,384	\$	111,495
Change of Pharmacist in Charge	\$	84	1,445	1,470	1,495	1,519	1,541	\$	122,648	\$	125,474	\$	128,273	\$	131,072	\$	133,943
Change of Designated Representative in Charge	\$	89	90	99	108	117	126	\$	8,181	\$	9,002	\$	9,884	\$	10,806	\$	11,726
Duplicate/Replacement License	\$	76	698	718	737	756	773	\$	53,781	\$	55,564	\$	57,353	\$	59,140	\$	60,923
Retired Pharmacist	\$	112	13	12	12	11	11	\$	1,431	\$	1,393	\$	1,357	\$	1,324	\$	1,299
totals			70,373	72,185	74,091	76,040	77,914	\$	9,416,904	\$	9,707,124	\$	10,006,287	\$	10,314,671	\$	10,632,558

Appendix E: Across the Board Low Revenue Projections

	08 Current Fees	Fee Audit Adjusted Fees (low range)	08/09 Workload projections based on actual trends	09/10 Workload projections based on actual trends	10/11 Workload projections based on actual trends	11/12 Workload projections based on actual trends	12/13 Workload projections based on actual trends	08/09 projection revenue from actual workload trend based on low range fees - across the board	09/10 projection revenue from actual workload trend based on low range fees- across the board	10/11 projection revenue from actual workload trend based on low range fees- across the board	11/12 projection revenue from actual workload trend based on low range fees- across the board	12/13 projection revenue from actual workload trend based on low range fees- across the board
Individual Licensing Services		1.15										
Pharmacist												
Pharmacist Licensure Exam Application	\$ 185	\$ 213	1961	2003	2044	2085	2121	\$ 417,139	\$ 426,039	\$ 434,931	\$ 443,505	\$ 451,219
Pharmacist Original License	\$ 150	\$ 173	1373	1394	1416	1436	1454	\$ 236,844	\$ 240,541	\$ 244,215	\$ 247,737	\$ 250,890
Pharmacist Renewal	\$ 150	\$ 173	15802	15922	16041	16154	16254	\$ 2,725,779	\$ 2,746,544	\$ 2,767,012	\$ 2,786,487	\$ 2,803,792
Pharmacist Delinquent Fee	\$ 75	\$ 86	309	305	302	299	296	\$ 26,660	\$ 26,343	\$ 26,036	\$ 25,749	\$ 25,499
Pharmacy Technician												
Pharmacy Technician Original License	\$ 50	\$ 58	7744	7968	8193	8411	8609	\$ 445,298	\$ 458,144	\$ 471,073	\$ 483,628	\$ 495,002
Pharmacy Technician Renewal	\$ 50	\$ 58	22445	23326	24221	25098	25901	\$ 1,290,614	\$ 1,341,232	\$ 1,392,691	\$ 1,443,157	\$ 1,489,298
Pharmacy Technician Delinquent Fee	\$ 25	\$ 29	1956	2045	2136	2225	2307	\$ 56,246	\$ 58,796	\$ 61,403	\$ 63,975	\$ 66,340
Pharmacist Intern												
Pharmacist Intern Original Permit	\$ 75	\$ 86	1792	1851	1910	1968	2021	\$ 154,581	\$ 159,645	\$ 164,762	\$ 169,749	\$ 174,283
Designated Representative - VET Exemption												
Designated Representative - VET Original Application	\$ 100	\$ 115	5	5	5	5	5	\$ 579	\$ 582	\$ 585	\$ 589	\$ 592
Designated Representative - VET Original Certificate	\$ 150	\$ 173	5	6	7	8	9	\$ 828	\$ 986	\$ 1,170	\$ 1,376	\$ 1,590
Designated Representative - VET Renewal	\$ 110	\$ 127	55	59	63	68	72	\$ 6,950	\$ 7,465	\$ 8,005	\$ 8,553	\$ 9,069
Designated Representative – VET Delinquent Fee	\$ 55	\$ 63	2	3	5	9	14	\$ 112	\$ 194	\$ 334	\$ 561	\$ 898
Designated Representative - WLS Exemption												
Designated Representative - WLS Original Application	\$ 140	\$ 161	408	377	350	326	306	\$ 65,620	\$ 60,723	\$ 56,290	\$ 52,409	\$ 49,220
Designated Representative - WLS Original Certificate	\$ 110	\$ 127	396	364	336	312	292	\$ 50,032	\$ 46,084	\$ 42,526	\$ 39,426	\$ 36,890
Designated Representative - WLS Renewal	\$ 150	\$ 173	2177	2266	2357	2446	2527	\$ 375,547	\$ 390,901	\$ 406,536	\$ 421,893	\$ 435,955
Designated Representative – WLS Delinquent Fee	\$ 75	\$ 86	178	188	197	207	216	\$ 15,380	\$ 16,193	\$ 17,031	\$ 17,862	\$ 18,632

Site Licensing Services													
Pharmacy (includes Hospita & LCF)													
Pharmacy Original Permit	\$ 400	\$ 460	262	259	256	253	251	\$ 120,413	\$ 119,006	\$ 117,645	\$ 116,375	\$ 115,266	
Pharmacy Permit Renewal	\$ 250	\$ 288	6156	6204	6251	6296	6336	\$ 1,769,747	\$ 1,783,535	\$ 1,797,128	\$ 1,810,064	\$ 1,821,560	
Pharmacy Deliquent Fee	\$ 125	\$ 144	40	37	35	34	32	\$ 5,690	\$ 5,377	\$ 5,087	\$ 4,828	\$ 4,611	
Temporary Pharmacy Permit	\$ 250	\$ 288	95	77	63	52	44	\$ 27,256	\$ 22,121	\$ 18,044	\$ 14,903	\$ 12,614	
	\$ -												
Non-resident Pharmacy	\$ -												
Non-Resident Pharmacy Original Permit	\$ 400	\$ 460	76	79	82	85	87	\$ 34,868	\$ 36,221	\$ 37,596	\$ 38,943	\$ 40,175	
Non-Resident Pharmacy Permit Renewal	\$ 250	\$ 288	239	246	253	260	267	\$ 68,710	\$ 70,752	\$ 72,809	\$ 74,809	\$ 76,621	
Non-Resident Pharmacy Deliquent Fee	\$ 125	\$ 144	21	23	25	27	29	\$ 3,005	\$ 3,295	\$ 3,605	\$ 3,925	\$ 4,233	
Clinic													
Clinic Original Permit	\$ 400	\$ 460	95	101	108	116	122	\$ 43,500	\$ 46,609	\$ 49,869	\$ 53,162	\$ 56,260	
Clinic Permit Renewal	\$ 250	\$ 288	886	906	925	944	962	\$ 254,751	\$ 260,414	\$ 266,077	\$ 271,542	\$ 276,463	
Clinic Deliquent Fee	\$ 125	\$ 144	75	86	97	109	121	\$ 10,836	\$ 12,312	\$ 13,953	\$ 15,708	\$ 17,453	
Wholesaler													
Wholesale Drug Original Permit	\$ 600	\$ 690	45	40	36	33	30	\$ 30,917	\$ 27,839	\$ 25,129	\$ 22,818	\$ 20,966	
Wholesale Drug Permit Renewal	\$ 600	\$ 690	417	418	420	421	422	\$ 287,468	\$ 288,544	\$ 289,600	\$ 290,602	\$ 291,488	
Wholesale Drug Deliquent Fee	\$ 150	\$ 173	20	18	17	15	14	\$ 3,440	\$ 3,131	\$ 2,856	\$ 2,620	\$ 2,428	
Temporary Wholesale Permit	\$ 550	\$ 633	8	8	8	8	8	\$ 5,060	\$ 5,060	\$ 5,060	\$ 5,060	\$ 5,060	
Hypodermic Needle and Syringe													
Hypodermic Needle and Syringe Original Permit	\$ 125	\$ 144	12	12	12	11	11	\$ 1,791	\$ 1,720	\$ 1,653	\$ 1,592	\$ 1,541	
Hypodermic Needle and Syringe Permit Renewal	\$ 125	\$ 144	246	243	240	237	235	\$ 35,331	\$ 34,893	\$ 34,470	\$ 34,075	\$ 33,731	
Hypodermic Needle and Syringe Deliquent Fee	\$ 63	\$ 72	21	19	18	17	16	\$ 1,477	\$ 1,384	\$ 1,299	\$ 1,223	\$ 1,160	

Non-Resident Wholesaler												
Non-Resident Wholesaler Original Permit	\$ 600	\$ 690	91	86	81	77	74	\$ 63,005	\$ 59,464	\$ 56,194	\$ 53,276	\$ 50,835
Non-Resident Wholesaler Permit Renewal	\$ 600	\$ 690	401	418	436	454	470	\$ 276,419	\$ 288,597	\$ 301,035	\$ 313,288	\$ 324,540
Non-Resident Wholesaler Deliquent Fee	\$ 150	\$ 173	49	52	56	60	64	\$ 8,391	\$ 9,042	\$ 9,729	\$ 10,426	\$ 11,086
Temporary NonResident Wholesale Permit	\$ 550		3	3	3	3	3					
Sterile Compounding												
Sterile Compounding Original Permit	\$ -											
Sterile Compounding Original Permit	\$ 600	\$ 690	49	48	47	46	45	\$ 33,749	\$ 33,045	\$ 32,371	\$ 31,747	\$ 31,207
Sterile Compounding Permit Renewal	\$ 600	\$ 690	167	169	172	174	177	\$ 115,002	\$ 116,796	\$ 118,578	\$ 120,287	\$ 121,816
Sterile Compounding Deliquent Fee	\$ 150	\$ 173	1	1	1	1	1	\$ 152	\$ 134	\$ 119	\$ 107	\$ 97
Temp permit	\$ 550		14	14	14	14	14					
	\$ -											
Non-Res Sterile Compounding												
Sterile Compounding Original Permit	\$ -											
Sterile Compounding Original Permit	\$ 600	\$ 690	25	27	30	32	34	\$ 17,312	\$ 18,820	\$ 20,424	\$ 22,067	\$ 23,634
Sterile Compounding Permit Renewal	\$ 600	\$ 690	45	49	53	57	61	\$ 30,897	\$ 33,626	\$ 36,531	\$ 39,511	\$ 42,356
Sterile Compounding Deliquent Fee	\$ 150	\$ 173	3	4	4	5	5	\$ 580	\$ 646	\$ 719	\$ 795	\$ 870
	\$ -											
Vet Food-Animal Drug Retailer												
	\$ -											
Veterinary Food-Animal Drug Retailer Original Permit	\$ 400	\$ 460	2	2	2	1	1	\$ 846	\$ 782	\$ 723	\$ 672	\$ 630
Veterinary Food-Animal Drug Retailer Permit Renewal	\$ 250	\$ 288	21	23	25	26	28	\$ 6,179	\$ 6,621	\$ 7,085	\$ 7,553	\$ 7,994
Veterinary Food-Animal Drug Retailer Deliquent Fee	\$ 125	\$ 144	1	1	1	1	1	\$ 127	\$ 112	\$ 99	\$ 89	\$ 80
Temporary Veterinary Food-Animal Drug Permit	\$ 250	\$ 288	0	0	0	0	0					
	\$ -											

Miscellaneous Services	\$	-																						
Transfer of Intern Hours/License Verification	\$	20	\$	23		917		936		955		973		990	\$	21,099	\$	21,534	\$	21,969	\$	22,387	\$	22,764
Regrade of Pharmacist Licensure Exam	\$	85	\$	98		9		8		6		5		4	\$	928	\$	742	\$	596	\$	486	\$	406
Change of Permit - Reissuance	\$	100	\$	115		606		623		639		656		670	\$	69,683	\$	71,604	\$	73,534	\$	75,407	\$	77,101
Change of Permit - Tradestyle/Address	\$	30	\$	35		403		565		786		1078		1430	\$	13,900	\$	19,477	\$	27,121	\$	37,174	\$	49,332
Change of Pharmacist in Charge	\$	100	\$	115		1445		1470		1495		1519		1541	\$	166,154	\$	169,051	\$	171,934	\$	174,704	\$	177,187
Change of Exemptee in Charge	\$	100	\$	115		90		99		108		117		126	\$	10,359	\$	11,336	\$	12,383	\$	13,462	\$	14,498
Change of Designated Representative in Charge	\$	-	\$	-		0		0		0		0		0										
Duplicate/Replacement License	\$	30	\$	35		698		718		737		756		773	\$	24,097	\$	24,760	\$	25,425	\$	26,071	\$	26,655
Retired Pharmacist	\$	30	\$	35		13		12		12		11		11	\$	434	\$	420	\$	407	\$	395	\$	384
totals						70,373		72,185		74,091		76,040		77,914	\$	9,431,779	\$	9,589,231	\$	9,753,455	\$	9,918,810	\$	10,074,273

Appendix F: Across the Board High Revenue Projections

	08 Current Fees	Fee Audit Adjusted Fees (high range)	08/09 Workload projections based on actual trends	09/10 Workload projections based on actual trends	10/11 Workload projections based on actual trends	11/12 Workload projections based on actual trends	12/13 Workload projections based on actual trends	08/09 projection revenue from actual workload trend based on high range fees- across the board	09/10 projection revenue from actual workload trend based on high range fees- across the board	10/11 projection revenue from actual workload trend based on high range fees- across the board	11/12 projection revenue from actual workload trend based on high range fees- across the board	12/13 projection revenue from actual workload trend based on high range fees- across the board
Individual Licensing Services		1.2										
Pharmacist												
Pharmacist Licensure Exam Application	\$ 185	\$ 222	1,961	2,003	2,044	2,085	2,121	\$ 435,276	\$ 444,563	\$ 453,841	\$ 462,788	\$ 470,837
Pharmacist Original License	\$ 150	\$ 180	1,373	1,394	1,416	1,436	1,454	\$ 247,141	\$ 251,000	\$ 254,833	\$ 258,508	\$ 261,798
Pharmacist Renewal	\$ 150	\$ 180	15,802	15,922	16,041	16,154	16,254	\$ 2,844,291	\$ 2,865,959	\$ 2,887,317	\$ 2,907,639	\$ 2,925,696
Pharmacist Delinquent Fee	\$ 75	\$ 90	309	305	302	299	296	\$ 27,820	\$ 27,488	\$ 27,167	\$ 26,868	\$ 26,607
Pharmacy Technician												
Pharmacy Technician Original License	\$ 50	\$ 60	7,744	7,968	8,193	8,411	8,609	\$ 464,658	\$ 478,063	\$ 491,554	\$ 504,656	\$ 516,524
Pharmacy Technician Renewal	\$ 50	\$ 60	22,445	23,326	24,221	25,098	25,901	\$ 1,346,728	\$ 1,399,546	\$ 1,453,243	\$ 1,505,903	\$ 1,554,050
Pharmacy Technician Delinquent Fee	\$ 25	\$ 30	1,956	2,045	2,136	2,225	2,307	\$ 58,691	\$ 61,352	\$ 64,073	\$ 66,757	\$ 69,224
Pharmacist Intern												
Pharmacist Intern Original Permit	\$ 75	\$ 90	1,792	1,851	1,910	1,968	2,021	\$ 161,302	\$ 166,586	\$ 171,925	\$ 177,129	\$ 181,860
Designated Representative - VET Exemption												
Designated Representative - VET Original Application	\$ 100	\$ 120	5	5	5	5	5	\$ 604	\$ 607	\$ 611	\$ 614	\$ 617
Designated Representative - VET Original Certificate	\$ 150	\$ 180	5	6	7	8	9	\$ 864	\$ 1,028	\$ 1,221	\$ 1,436	\$ 1,660
Designated Representative - VET Renewal	\$ 110	\$ 132	55	59	63	68	72	\$ 7,252	\$ 7,789	\$ 8,353	\$ 8,925	\$ 9,464
Designated Representative – VET Delinquent Fee	\$ 55	\$ 66	2	3	5	9	14	\$ 117	\$ 203	\$ 348	\$ 585	\$ 937
Designated Representative - WLS Exemption												
Designated Representative - WLS Original Application	\$ 140	\$ 168	408	377	350	326	306	\$ 68,473	\$ 63,363	\$ 58,737	\$ 54,687	\$ 51,360
Designated Representative - WLS Original Certificate	\$ 110	\$ 132	396	364	336	312	292	\$ 52,207	\$ 48,088	\$ 44,375	\$ 41,140	\$ 38,494
Designated Representative - WLS Renewal	\$ 150	\$ 180	2,177	2,266	2,357	2,446	2,527	\$ 391,875	\$ 407,897	\$ 424,212	\$ 440,236	\$ 454,910
Designated Representative – WLS Delinquent Fee	\$ 75	\$ 90	178	188	197	207	216	\$ 16,049	\$ 16,897	\$ 17,771	\$ 18,639	\$ 19,442

Site Licensing Services													
Pharmacy (includes Hospita & LCF)													
Pharmacy Original Permit	\$ 400	\$ 480	262	259	256	253	251	\$ 125,649	\$ 124,180	\$ 122,760	\$ 121,435	\$ 120,278	
Pharmacy Permit Renewal	\$ 250	\$ 300	6,156	6,204	6,251	6,296	6,336	\$ 1,846,692	\$ 1,861,080	\$ 1,875,264	\$ 1,888,762	\$ 1,900,759	
Pharmacy Deliquent Fee	\$ 125	\$ 150	40	37	35	34	32	\$ 5,938	\$ 5,611	\$ 5,308	\$ 5,038	\$ 4,812	
Temporary Pharmacy Permit	\$ 250	\$ 300	95	77	63	52	44	\$ 28,441	\$ 23,083	\$ 18,829	\$ 15,551	\$ 13,163	
Non-resident Pharmacy													
Non-Resident Pharmacy Original Permit	\$ 400	\$ 480	76	79	82	85	87	\$ 36,384	\$ 37,796	\$ 39,230	\$ 40,636	\$ 41,922	
Non-Resident Pharmacy Permit Renewal	\$ 250	\$ 300	239	246	253	260	267	\$ 71,697	\$ 73,828	\$ 75,975	\$ 78,061	\$ 79,953	
Non-Resident Pharmacy Deliquent Fee	\$ 125	\$ 150	21	23	25	27	29	\$ 3,136	\$ 3,438	\$ 3,761	\$ 4,096	\$ 4,417	
Clinic													
Clinic Original Permit	\$ 400	\$ 480	95	101	108	116	122	\$ 45,391	\$ 48,636	\$ 52,037	\$ 55,474	\$ 58,706	
Clinic Permit Renewal	\$ 250	\$ 300	886	906	925	944	962	\$ 265,827	\$ 271,736	\$ 277,646	\$ 283,348	\$ 288,483	
Clinic Deliquent Fee	\$ 125	\$ 150	75	86	97	109	121	\$ 11,307	\$ 12,847	\$ 14,559	\$ 16,391	\$ 18,212	
Wholesaler													
Wholesale Drug Original Permit	\$ 600	\$ 720	45	40	36	33	30	\$ 32,261	\$ 29,050	\$ 26,221	\$ 23,810	\$ 21,878	
Wholesale Drug Permit Renewal	\$ 600	\$ 720	417	418	420	421	422	\$ 299,967	\$ 301,089	\$ 302,192	\$ 303,236	\$ 304,161	
Wholesale Drug Deliquent Fee	\$ 150	\$ 180	20	18	17	15	14	\$ 3,589	\$ 3,267	\$ 2,981	\$ 2,734	\$ 2,534	
Temporary Wholesale Permit	\$ 550	\$ 660	8	8	8	8	8	\$ 5,280	\$ 5,280	\$ 5,280	\$ 5,280	\$ 5,280	
Hypodermic Needle and Syringe													
Hypodermic Needle and Syringe Original Permit	\$ 125	\$ 150	12	12	12	11	11	\$ 1,869	\$ 1,795	\$ 1,725	\$ 1,662	\$ 1,608	
Hypodermic Needle and Syringe Permit Renewal	\$ 125	\$ 150	246	243	240	237	235	\$ 36,867	\$ 36,410	\$ 35,968	\$ 35,556	\$ 35,197	
Hypodermic Needle and Syringe Deliquent Fee	\$ 63	\$ 75	21	19	18	17	16	\$ 1,541	\$ 1,444	\$ 1,355	\$ 1,276	\$ 1,211	

Non-Resident Wholesaler												
Non-Resident Wholesaler Original Permit	\$ 600	\$ 720	91	86	81	77	74 \$ 65,744	\$ 62,049	\$ 58,638	\$ 55,593	\$ 53,046	
Non-Resident Wholesaler Permit Renewal	\$ 600	\$ 720	401	418	436	454	470 \$ 288,437	\$ 301,144	\$ 314,123	\$ 326,909	\$ 338,650	
Non-Resident Wholesaler Deliquent Fee	\$ 150	\$ 180	49	52	56	60	64 \$ 8,756	\$ 9,435	\$ 10,152	\$ 10,880	\$ 11,568	
Temporary NonResident Wholesale Permit	\$ 550		3	3	3	3	3					
Sterile Compounding												
Sterile Compounding Original Permit	\$ 600	\$ 720	49	48	47	46	45 \$ 35,217	\$ 34,482	\$ 33,778	\$ 33,128	\$ 32,564	
Sterile Compounding Permit Renewal	\$ 600	\$ 720	167	169	172	174	177 \$ 120,002	\$ 121,874	\$ 123,733	\$ 125,516	\$ 127,112	
Sterile Compounding Deliquent Fee	\$ 150	\$ 180	1	1	1	1	1 \$ 158	\$ 140	\$ 124	\$ 111	\$ 101	
Temp permit	\$ 550		14	14	14	14	14					
Non-Res Sterile Compounding												
Sterile Compounding Original Permit	\$ 600	\$ 720	25	27	30	32	34 \$ 18,065	\$ 19,638	\$ 21,312	\$ 23,027	\$ 24,661	
Sterile Compounding Permit Renewal	\$ 600	\$ 720	45	49	53	57	61 \$ 32,240	\$ 35,088	\$ 38,119	\$ 41,229	\$ 44,197	
Sterile Compounding Deliquent Fee	\$ 150	\$ 180	3	4	4	5	5 \$ 605	\$ 674	\$ 750	\$ 830	\$ 908	
Vet Food-Animal Drug Retailer												
Veterinary Food-Animal Drug Retailer Original Permit	\$ 400	\$ 480	2	2	2	1	1 \$ 883	\$ 815	\$ 754	\$ 701	\$ 657	
Veterinary Food-Animal Drug Retailer Permit Renewal	\$ 250	\$ 300	21	23	25	26	28 \$ 6,448	\$ 6,909	\$ 7,393	\$ 7,882	\$ 8,342	
Veterinary Food-Animal Drug Retailer Deliquent Fee	\$ 125	\$ 150	1	1	1	1	1 \$ 132	\$ 117	\$ 104	\$ 93	\$ 84	
Temporary Veterinary Food-Animal Drug Permit	\$ 250	\$ 300										

Miscellaneous Services												
Transfer of Intern Hours/License Verification	\$ 20	\$ 24	917	936	955	973	990	\$ 22,016	\$ 22,470	\$ 22,924	\$ 23,361	\$ 23,754
Regrade of Pharmacist Licensure Exam	\$ 85	\$ 102	9	8	6	5	4	\$ 968	\$ 774	\$ 622	\$ 507	\$ 424
Change of Permit - Reissuance	\$ 100	\$ 120	606	623	639	656	670	\$ 72,713	\$ 74,717	\$ 76,731	\$ 78,685	\$ 80,453
Change of Permit - Tradestyle/Address	\$ 30	\$ 36	403	565	786	1,078	1,430	\$ 14,504	\$ 20,323	\$ 28,300	\$ 38,790	\$ 51,477
Change of Pharmacist in Charge	\$ 100	\$ 120	1,445	1,470	1,495	1,519	1,541	\$ 173,378	\$ 176,401	\$ 179,410	\$ 182,300	\$ 184,891
Change of Designated Representative in Charge	\$ 100	\$ 120	90	99	108	117	126	\$ 10,809	\$ 11,829	\$ 12,921	\$ 14,048	\$ 15,128
Duplicate/Replacement License	\$ 30	\$ 36	698	718	737	756	773	\$ 25,145	\$ 25,836	\$ 26,531	\$ 27,205	\$ 27,814
Retired Pharmacist	\$ 30	\$ 36	13	12	12	11	11	\$ 452	\$ 438	\$ 424	\$ 412	\$ 401
totals			70,373	72,185	74,091	76,040	77,914	9,841,856	10,006,154	10,177,518	10,350,063	10,512,285

Appendix G: Direct Costs Allocated to Each Fee

	07/08 Total Actual Workload	% workload within category	Licensing Support Allocation	Less 15% DCA Data Processing	Less 7% Exams	Sub-Total Allocation Within Group	Reallocation of DCA Billings	Reallocation of Examinations	Total Allocation of Direct Costs
Individual Licensing Services									
Pharmacist				15%	7%				
Pharmacist Licensure Exam Application	1,918	10%	\$ 80,309.54	\$ 12,418.39	\$ 5,232.26	\$ 62,658.89		\$ 157,438	\$ 220,096.89
Pharmacist Original License	1,351	7%	\$ 56,568.40	\$ 8,747.26	\$ 3,685.49	\$ 44,135.64			\$ 44,135.64
Pharmacist Renewal	15,677	81%	\$ 656,419.50	\$ 101,503.19	\$ 42,766.46	\$ 512,149.85	\$ 122,254.53		\$ 634,404.37
Pharmacist Deliquent Fee	313	2%	\$ 13,105.78	\$ 2,026.57	\$ 853.86	\$ 10,225.36	\$ 2,440.88		\$ 12,666.24
	19,259	100%	\$ 806,403.21	\$ 124,695.41	\$ 52,538.07	\$ 629,169.73	\$ 124,695.41	\$ 157,438.00	\$ 911,303.14
Pharmacy Technician				\$ -	\$ -	\$ -			\$ -
Pharmacy Technician Original License	7,518	24%	\$ 297,494.43	\$ 46,002.03	\$ 19,382.09	\$ 232,110.30			\$ 232,110.30
Pharmacy Technician Renewal	21,563	70%	\$ 853,268.46	\$ 131,942.26	\$ 55,591.39	\$ 665,734.81	\$ 174,276.85		\$ 840,011.66
Pharmacy Technician Deliquent Fee	1,868	6%	\$ 73,918.54	\$ 11,430.14	\$ 4,815.88	\$ 57,672.52	\$ 15,097.58		\$ 72,770.11
	30,949	100%	\$ 1,224,681.43	\$ 189,374.43	\$ 79,789.36	\$ 955,517.63	\$ 189,374.43		\$ 1,144,892.06
Pharmacist Intern									
Pharmacist Intern Original Permit	1,733	100%	\$ 102,619.32	\$ 15,868.19	\$ 6,685.76	\$ 80,065.37	\$ 15,868.19		\$ 95,933.55
Designated Represenative - VET Exemption									
Designated Representative - VET Original Application	5	8%	\$ 109.93	\$ 17.00	\$ 7.16	\$ 85.77			\$ 85.77
Designated Representative - VET Original Certificate	4	7%	\$ 87.94	\$ 13.60	\$ 5.73	\$ 68.61			\$ 68.61
Designated Representative - VET Renewal	51	84%	\$ 1,121.28	\$ 173.39	\$ 73.05	\$ 874.84	\$ 203.39		\$ 1,078.23
Designated Representative – VET Deliquent Fee	1	2%	\$ 21.99	\$ 3.40	\$ 1.43	\$ 17.15	\$ 3.99		\$ 21.14
	61	100%	\$ 1,341.14	\$ 207.38	\$ 87.38	\$ 1,046.38	\$ 207.38		\$ 1,253.76
Designated Represenative - WLS Exemption				\$ -	\$ -	\$ -			\$ -
Designated Representative - WLS Original Application	442	14%	\$ 8,923.30	\$ 1,379.82	\$ 581.36	\$ 6,962.11			\$ 6,962.11
Designated Representative - WLS Original Certificate	431	14%	\$ 8,701.23	\$ 1,345.48	\$ 566.89	\$ 6,788.85			\$ 6,788.85
Designated Representative - WLS Renewal	2,088	67%	\$ 42,153.52	\$ 6,518.26	\$ 2,746.35	\$ 32,888.90	\$ 9,039.51		\$ 41,928.41
Designated Representative – WLS Deliquent Fee	169	5%	\$ 3,411.85	\$ 527.58	\$ 222.29	\$ 2,661.98	\$ 731.65		\$ 3,393.63
	3,130	100%	\$ 63,189.90	\$ 9,771.15	\$ 4,116.89	\$ 49,301.85	\$ 9,771.15		\$ 59,073.00

Site Licensing Services									
Pharmacy (including Hospital)									
Pharmacy Original Permit	265	4%	\$ 6,028.56	\$ 932.21	\$ 392.77	\$ 4,703.59			\$ 4,703.59
Pharmacy Chain Permit	0	0%							
Pharmacy Permit Renewal	6,106	93%	\$ 138,907.16	\$ 21,479.43	\$ 9,049.96	\$ 108,377.77	\$ 22,817.53		\$ 131,195.30
Pharmacy Delinquent Fee	42	1%	\$ 955.47	\$ 147.75	\$ 62.25	\$ 745.47	\$ 156.95		\$ 902.42
Temporary Pharmacy Permit	118	2%	\$ 2,684.42	\$ 415.10	\$ 174.89	\$ 2,094.43			\$ 2,094.43
	6,531	100%	\$ 148,575.61	\$ 22,974.48	\$ 9,679.87	\$ 115,921.26	\$ 22,974.48		\$ 138,895.74
Non-resident Pharmacy									
Non-Resident Pharmacy Original Permit	73	23%	\$ 1,735.78	\$ 268.41	\$ 113.09	\$ 1,354.29			\$ 1,354.29
Non-Resident Pharmacy Permit Renewal	232	72%	\$ 5,523.05	\$ 854.04	\$ 359.83	\$ 4,309.18	\$ 1,102.11		\$ 5,411.29
Non-Resident Pharmacy Delinquent Fee	19	6%	\$ 452.71	\$ 70.00	\$ 29.49	\$ 353.21	\$ 90.34		\$ 443.55
	324	100%	\$ 7,711.54	\$ 1,192.45	\$ 502.42	\$ 6,016.67	\$ 1,192.45		\$ 7,209.12
Clinic									
Clinic Original Permit	88	9%	\$ 2,219.63	\$ 343.22	\$ 144.61	\$ 1,731.79			\$ 1,731.79
Clinic Permit Renewal	866	85%	\$ 21,843.13	\$ 3,377.64	\$ 1,423.10	\$ 17,042.39	\$ 3,696.56		\$ 20,738.94
Clinic Delinquent Fee	66	6%	\$ 1,664.72	\$ 257.42	\$ 108.46	\$ 1,298.84	\$ 281.72		\$ 1,580.57
	1,020	100%	\$ 25,727.47	\$ 3,978.28	\$ 1,676.17	\$ 20,073.02	\$ 3,978.28		\$ 24,051.30
Wholesaler									
Wholesale Drug Original Permit	50	10%	\$ 1,104.07	\$ 170.72	\$ 71.93	\$ 861.41			\$ 861.41
Wholesale Drug Permit Renewal	415	84%	\$ 9,163.76	\$ 1,417.01	\$ 597.03	\$ 7,149.72	\$ 1,605.08		\$ 8,754.80
Wholesale Drug Delinquent Fee	22	4%	\$ 485.79	\$ 75.12	\$ 31.65	\$ 379.02	\$ 85.09		\$ 464.11
Temporary Wholesale Permit	8	2%	\$ 176.65	\$ 27.32	\$ 11.51	\$ 137.83			\$ 137.83
	495	100%	\$ 10,930.26	\$ 1,690.16	\$ 712.12	\$ 8,527.98	\$ 1,690.16		\$ 10,218.15
Hypodermic Needle and Syringe									
Hypodermic Needle and Syringe Original Permit	13	5%	\$ 311.04	\$ 48.10	\$ 20.26	\$ 242.68			\$ 242.68
Hypodermic Needle and Syringe Permit Renewal	249	88%	\$ 5,957.67	\$ 921.24	\$ 388.15	\$ 4,648.28	\$ 965.44		\$ 5,613.71
Hypodermic Needle and Syringe Delinquent Fee	22	8%	\$ 526.38	\$ 81.40	\$ 34.29	\$ 410.69	\$ 85.30		\$ 495.99
	284	100%	\$ 6,795.09	\$ 1,050.74	\$ 442.71	\$ 5,301.65	\$ 1,050.74		\$ 6,352.39

Non-Resident Wholesaler										
Non-Resident Wholesaler Original Permit	97	18%	\$ 2,168.17	\$ 335.27	\$ 141.26	\$ 1,691.64			\$ 1,691.64	
Non-Resident Wholesaler Permit Renewal	383	73%	\$ 8,560.92	\$ 1,323.79	\$ 557.75	\$ 6,679.38	\$ 1,633.09		\$ 8,312.47	
Non-Resident Wholesaler Deliquent Fee	45	9%	\$ 1,005.85	\$ 155.54	\$ 65.53	\$ 784.78	\$ 191.88		\$ 976.66	
Temporary NonResident Wholesale Permit ????	3	1%	\$ 67.06	\$ 10.37	\$ 4.37	\$ 52.32			\$ 52.32	
	528	100%	\$ 11,802.00	\$ 1,824.96	\$ 768.91	\$ 9,208.13	\$ 1,824.96		\$ 11,033.09	
Sterile Compounding										
Sterile Compounding Original Permit	50	22%	\$ 1,097.22	\$ 169.67	\$ 71.49	\$ 856.07			\$ 856.07	
Sterile Compounding Permit Renewal	164	72%	\$ 3,598.89	\$ 556.50	\$ 234.47	\$ 2,807.91	\$ 772.97		\$ 3,580.88	
Sterile Compounding Deliquent Fee	1	0%	\$ 21.94	\$ 3.39	\$ 1.43	\$ 17.12	\$ 4.71		\$ 21.83	
temp permit	14	6%	\$ 311.21	\$ 48.12	\$ 20.28	\$ 242.81			\$ 242.81	
	229	100%	\$ 5,029.26	\$ 777.68	\$ 327.66	\$ 3,923.92	\$ 777.68		\$ 4,701.60	
Non-Res Sterile Compounding										
Sterile Compounding Original Permit	23	34%	\$ 406.68	\$ 62.89	\$ 26.50	\$ 317.30			\$ 317.30	
Sterile Compounding Permit Renewal	41	61%	\$ 724.95	\$ 112.10	\$ 47.23	\$ 565.62	\$ 170.70		\$ 736.31	
Sterile Compounding Deliquent Fee	3	4%	\$ 53.04	\$ 8.20	\$ 3.46	\$ 41.39	\$ 12.49		\$ 53.88	
	67	100%	\$ 1,184.67	\$ 183.19	\$ 77.18	\$ 924.30	\$ 183.19		\$ 1,107.49	
Vet Food-Animal Drug Retailer										
Veterinary Food-Animal Drug Retailer Original Permit	2	9%	\$ 44.70	\$ 6.91	\$ 2.91	\$ 34.88			\$ 34.88	
Veterinary Food-Animal Drug Retailer Permit Renewal	20	87%	\$ 447.05	\$ 69.13	\$ 29.13	\$ 348.79	\$ 75.71		\$ 424.50	
Veterinary Food-Animal Drug Retailer Deliquent Fee	1	4%	\$ 22.35	\$ 3.46	\$ 1.46	\$ 17.44	\$ 3.79		\$ 21.23	
Temporary Veterinary Food-Animal Drug Permit		0%								
	23	100%	\$ 514.10	\$ 79.50	\$ 33.49	\$ 401.11	\$ 79.50		\$ 480.61	
				\$ -						
Totals	64,633		2,416,505	373,668	157,438	1,885,399	\$ 373,668	\$ 157,438	2,416,505	

Appendix H: Indirect Cost Allocation Basis and Distribution

	Executive	Supervising Inspectors	Field Inspectors	Staff Services Managers/Specialists	Enforcement Programs	Licensing Programs and Exams	Customer Support and Public Education	Org Dev and Support	Totals
Indirect Allocations Basis									
2007/2008 Personnel & Benefit %	4%	12%	56%	0%	11%	8%	6%	3%	100%
2007/2008 FTEs	2	4	19.05	0	10	7.83	5.57	4.42	52.87
FTE %	3.8%	7.6%	36.0%	0.0%	18.9%	14.8%	10.5%	8.4%	100.0%
Insurance %	N/A	17.4%	82.6%	N/A	N/A	N/A	N/A	N/A	100.0%
Vehicle Operations %	N/A	17.4%	82.6%	N/A	N/A	N/A	N/A	N/A	100.0%
Cell Phone %	8.0%	16.0%	76.0%	N/A	N/A	N/A	N/A	N/A	100.0%
Travel %	8.0%	16.0%	76.0%	N/A	N/A	N/A	N/A	N/A	100.0%
DCA Facilities Operations %	5.9%	11.8%	N/A	0.0%	29.6%	23.2%	16.5%	13.1%	100.0%
2007/2008 Indirect Expenses Allocated	Executive	Supervising Inspectors	Field Inspectors	Staff Services Managers/Specialists	Enforcement Programs	Licensing Programs & Exams	Customer Support and Public Education	Org Dev & Support	Totals
Insurance (Inspector Autos)	N/A	\$ 328	\$ 1,564	N/A	N/A	N/A	N/A	N/A	\$ 1,892
Vehicle Operations	N/A	\$ 12,600	\$ 60,005	N/A	N/A	N/A	N/A	N/A	\$ 72,605
Cell Phones	\$ 2,547	\$ 5,094	\$ 24,259	N/A	N/A	N/A	N/A	N/A	\$ 31,899
Travel Expense	\$ 19,458	\$ 38,915	\$ 185,335	N/A	N/A	N/A	N/A	N/A	\$ 243,708
Personnel & Benefits	\$ 191,691	\$ 588,906	\$ 2,703,087	\$ -	\$ 539,760	\$ 386,250	\$ 275,336	\$ 158,146	\$ 4,843,175
DCA Facilities Operations	\$ 15,609	\$ 31,217	N/A	\$ -	\$ 78,043	\$ 61,108	\$ 43,431	\$ 34,495	\$ 263,903
Training	\$ 472	\$ 943	\$ 4,493	\$ -	\$ 2,358	\$ 1,847	\$ 1,312	\$ 1,042	\$ 12,468
General Expense	\$ 6,576	\$ 13,153	\$ 62,639	\$ -	\$ 32,881	\$ 25,746	\$ 18,298	\$ 14,534	\$ 173,827
Other Communications	\$ 759	\$ 1,517	\$ 7,225	\$ -	\$ 3,793	\$ 2,970	\$ 2,111	\$ 1,676	\$ 20,050
Office Equipment Expense	\$ 4,282	\$ 8,565	\$ 40,789	\$ -	\$ 21,412	\$ 16,765	\$ 11,916	\$ 9,464	\$ 113,193
DCA Central Admin Pro-Rata	\$ 12,638	\$ 25,275	\$ 120,373	\$ -	\$ 63,188	\$ 49,476	\$ 35,164	\$ 27,929	\$ 334,043
DCA Indirect Distribution Costs	\$ 19,806	\$ 39,612	\$ 188,650	\$ -	\$ 99,029	\$ 77,540	\$ 55,110	\$ 43,771	\$ 523,517
Totals	\$ 273,836	\$ 766,125	\$ 3,398,419	\$ -	\$ 840,464	\$ 621,702	\$ 442,678	\$ 291,057	\$ 6,634,280

Appendix I: Hourly Rates of all Board Positions

Employee Group	FTE	2007/2008 Budgeted Salaries	2007/2008 Indirect Costs	Total BOP Employee Hours Available	2007-2008 ee Hourly Billing Rate/ Fully Loaded Process Cost
Executive	1	\$ 103,608	\$ 153,636	1,778	\$ 86.41
	1	\$ 81,060	\$ 120,200	1,778	\$ 67.60
Total Executive	2	\$ 184,668	\$ 273,836	3,556	\$ 77.01
Supervising Inspectors	1	\$ 141,528	\$ 191,119	1,778	\$ 107.49
	1	\$ 146,244	\$ 197,488	1,778	\$ 111.07
	1	\$ 133,316	\$ 180,030	1,778	\$ 101.25
	1	\$ 146,244	\$ 197,488	1,778	\$ 111.07
Total Supervising Inspectors	4	\$ 567,332	\$ 766,125	7,112	\$ 107.72
Field Inspectors					
	1	\$ 137,076	\$ 178,891	1,778	\$ 100.61
	1	\$ 137,076	\$ 178,891	1,778	\$ 100.61
	1	\$ 137,076	\$ 178,891	1,778	\$ 100.61
	1	\$ 137,076	\$ 178,891	1,778	\$ 100.61
	1	\$ 137,076	\$ 178,891	1,778	\$ 100.61
	1	\$ 137,076	\$ 178,891	1,778	\$ 100.61
	1	\$ 137,076	\$ 178,891	1,778	\$ 100.61
	1	\$ 137,076	\$ 178,891	1,778	\$ 100.61
	0.75	\$ 102,807	\$ 134,168	1,334	\$ 100.61
	0.3	\$ 33,885	\$ 44,221	533	\$ 82.90
	1	\$ 137,076	\$ 178,891	1,778	\$ 100.61
	1	\$ 137,076	\$ 178,891	1,778	\$ 100.61
	1	\$ 137,076	\$ 178,891	1,778	\$ 100.61
	1	\$ 137,076	\$ 178,891	1,778	\$ 100.61
	1	\$ 137,076	\$ 178,891	1,778	\$ 100.61
	1	\$ 137,076	\$ 178,891	1,778	\$ 100.61
	1	\$ 137,076	\$ 178,891	1,778	\$ 100.61
	1	\$ 137,076	\$ 178,891	1,778	\$ 100.61
	1	\$ 137,076	\$ 178,891	1,778	\$ 100.61
Total Field Inspectors	19.05	\$ 2,604,060	\$ 3,398,419	33,871	\$ 100.33

*All inspectors (supervising and field) hourly rates average \$102

Enforcement Programs	1	\$ 64,500	\$ 104,253	1,778	\$ 58.63
	1	\$ 58,350	\$ 94,312	1,778	\$ 53.04
	1	\$ 52,800	\$ 85,342	1,778	\$ 48.00
	1	\$ 54,911	\$ 88,754	1,778	\$ 49.92
	1	\$ 47,457	\$ 76,706	1,778	\$ 43.14
	1	\$ 53,352	\$ 86,234	1,778	\$ 48.50
	1	\$ 39,156	\$ 63,289	1,778	\$ 35.60
	1	\$ 36,768	\$ 59,429	1,778	\$ 33.42
	1	\$ 39,168	\$ 63,308	1,778	\$ 35.61
	1	\$ 73,524	\$ 118,838	1,778	\$ 66.84
Total Enforcement Programs	10	\$ 519,986	\$ 840,464	17,780	\$ 47.27
Licensing Programs & Exams	1	\$ 58,824	\$ 98,283	1,778	\$ 55.28
	1	\$ 43,164	\$ 72,118	1,778	\$ 40.56
	1	\$ 39,156	\$ 65,422	1,778	\$ 36.80
	1	\$ 64,176	\$ 107,225	1,778	\$ 60.31
	1	\$ 33,441	\$ 55,873	1,778	\$ 31.42
	1	\$ 33,840	\$ 56,540	1,778	\$ 31.80
	0.33	\$ 12,255	\$ 20,476	587	\$ 34.90
	0.5	\$ 13,720	\$ 22,923	889	\$ 25.79
	0	\$ -	\$ -	0	\$ #DIV/0!
	1	\$ 73,524	\$ 122,843	1,778	\$ 69.09
Total Licensing Programs & Exams	7.83	\$ 372,100	\$ 621,702	13,922	\$ 44.66
Customer Support and Public Education	1	\$ 66,027	\$ 110,193	1,778	\$ 61.98
	0.47	\$ 27,908	\$ 46,576	827	\$ 56.33
	1	\$ 43,896	\$ 73,259	1,778	\$ 41.20
	1	\$ 46,716	\$ 77,965	1,778	\$ 43.85
	0.1	\$ 3,500	\$ 5,841	178	\$ 32.85
	1	\$ 33,306	\$ 55,585	1,778	\$ 31.26
	1	\$ 43,896	\$ 73,259	1,778	\$ 41.20
Total Customer Support and Public Education	5.57	\$ 265,249	\$ 442,678	9,895	\$ 44.74

Org Dev & Support					
	0	\$ 119	\$ 227	0	
	0.12	\$ 5,509	\$ 10,525	213	\$ 49.33
	1	\$ 39,156	\$ 74,805	1,778	\$ 42.07
	1	\$ 34,079	\$ 65,105	1,778	\$ 36.62
	1	\$ 32,232	\$ 61,577	1,778	\$ 34.63
	1	\$ 33,172	\$ 63,373	1,778	\$ 35.64
	0.3	\$ 8,085	\$ 15,446	533	\$ 28.96
Total Org Dev & Support	4.42	\$ 152,352	\$ 291,057	7,859	\$ 37.04
Totals	52.87	\$ 4,665,747	\$ 6,634,280	93,994	\$ 70.58